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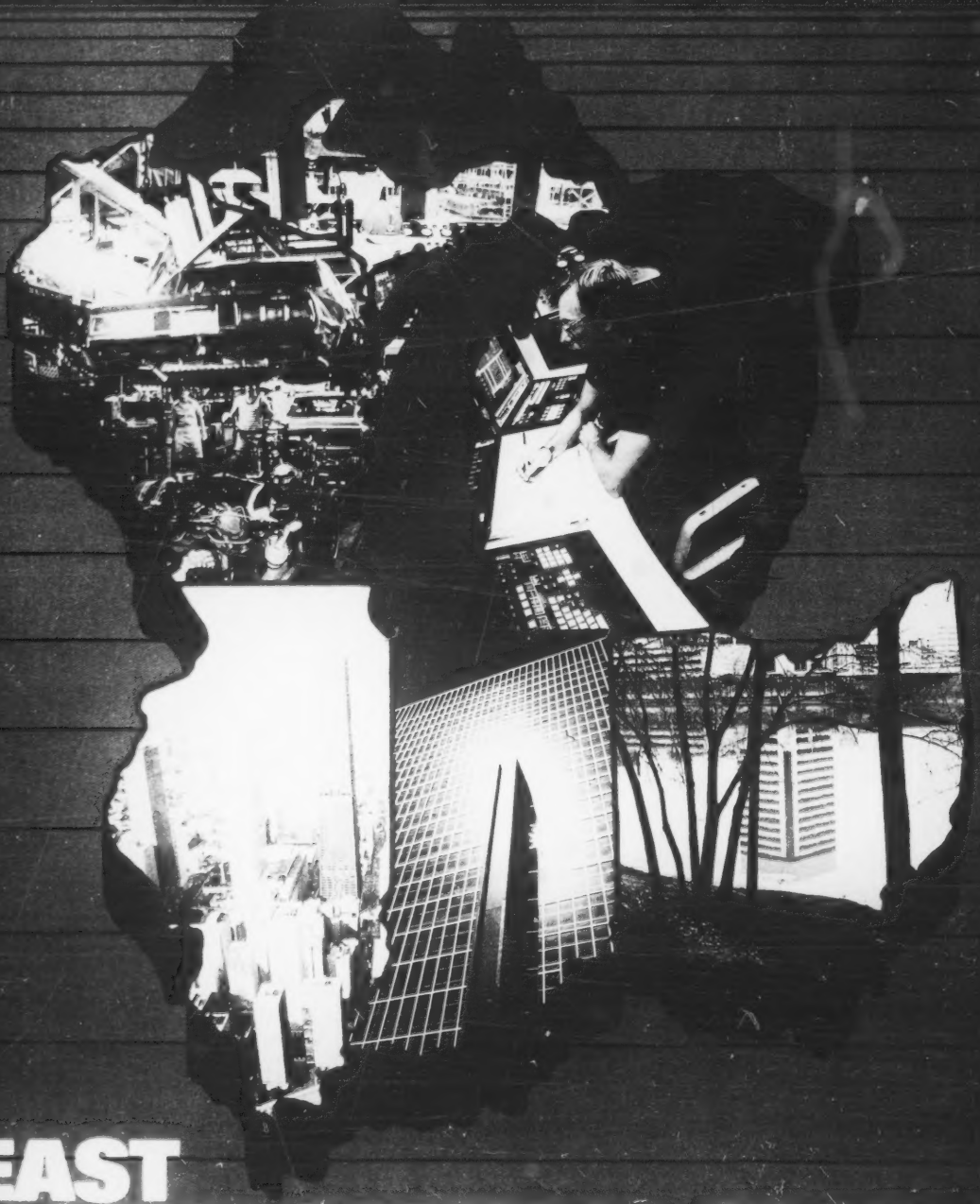

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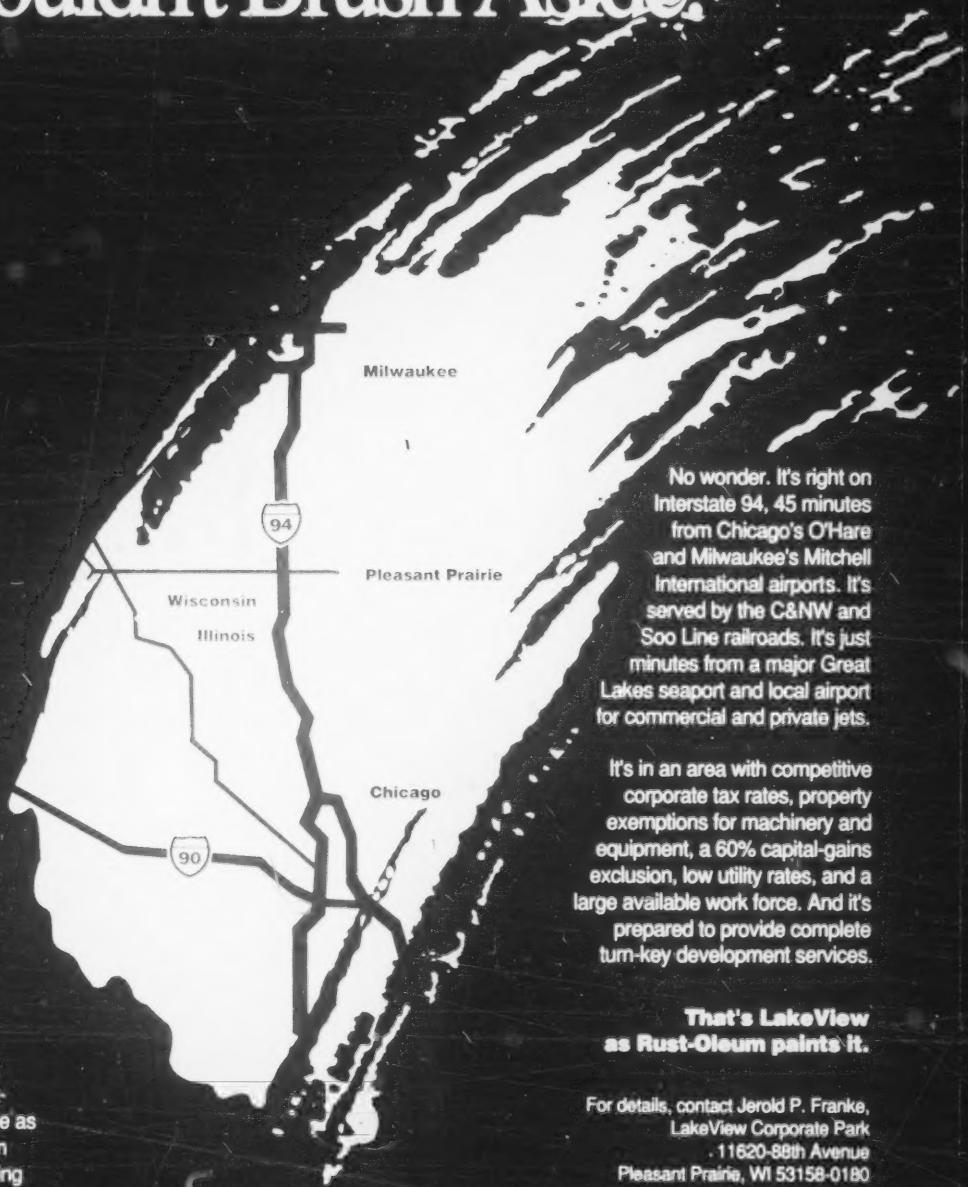

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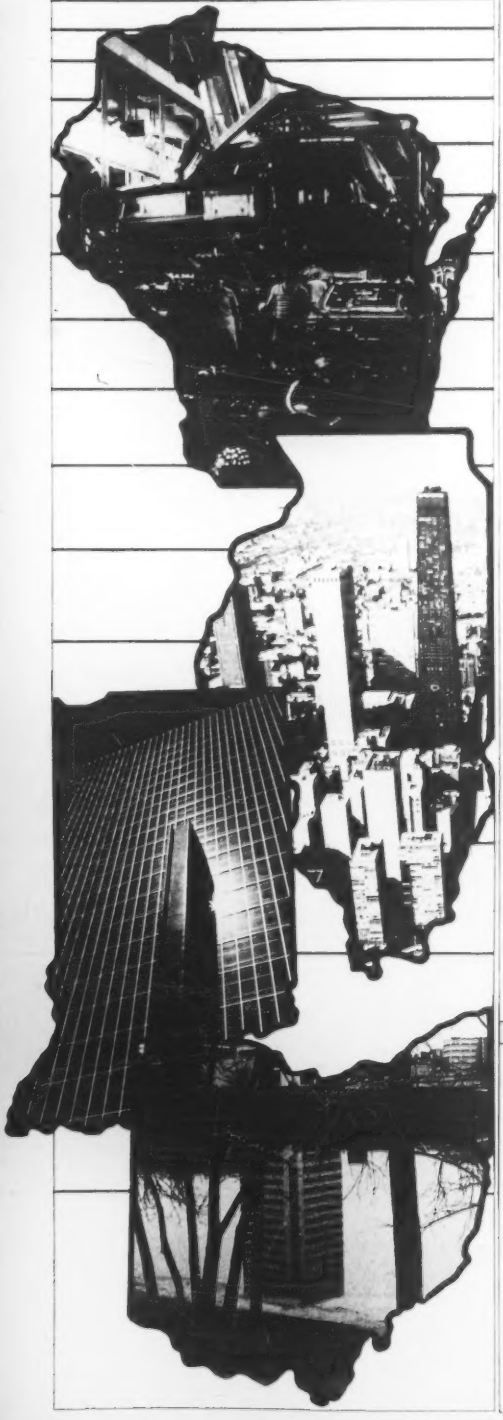

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Publisher's Letter

The corporate site locator today has a tougher time gathering the facts than in the past. Not only are the stakes higher, but many new factors are influencing their relocation decisions: quality of life, employee relocation, housing availability, to name a few.

For the last 29 years, PLANT LOCATION has been the only statistical workbook providing the site seeker with facts on population, labor, wage surveys, unemployment, utilities, transportation, climate, raw materials, and development contacts. . .until now.

Introducing PLANT LOCATION's EAST NORTH CENTRAL REGIONAL REVIEW—covering the states of Illinois, Indiana, Michigan, Ohio, and Wisconsin. This issue is designed to complement PLANT LOCATION's annual issue and at the same time provide an in-depth look at the region.

The East North Central region, probably more than any other in the U.S., epitomizes the new "smokestack-to-services" economy. To keep up with this new economy, included are articles covering the regional economic condition, state business incentives, an overview of each state, coupled with statistics on quality-of-life factors, education, health care, housing availability, and more—facts and figures not offered by any other economic development publication.

The facts and information in PLANT LOCATION's EAST NORTH CENTRAL REGIONAL REVIEW will give you a jumping-off point to start your site location search. The advertisers in this issue can assist you with more detailed information and will be happy to assist you in a confidential manner.

Happy hunting.

Sincerely,

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New York, NY 10014

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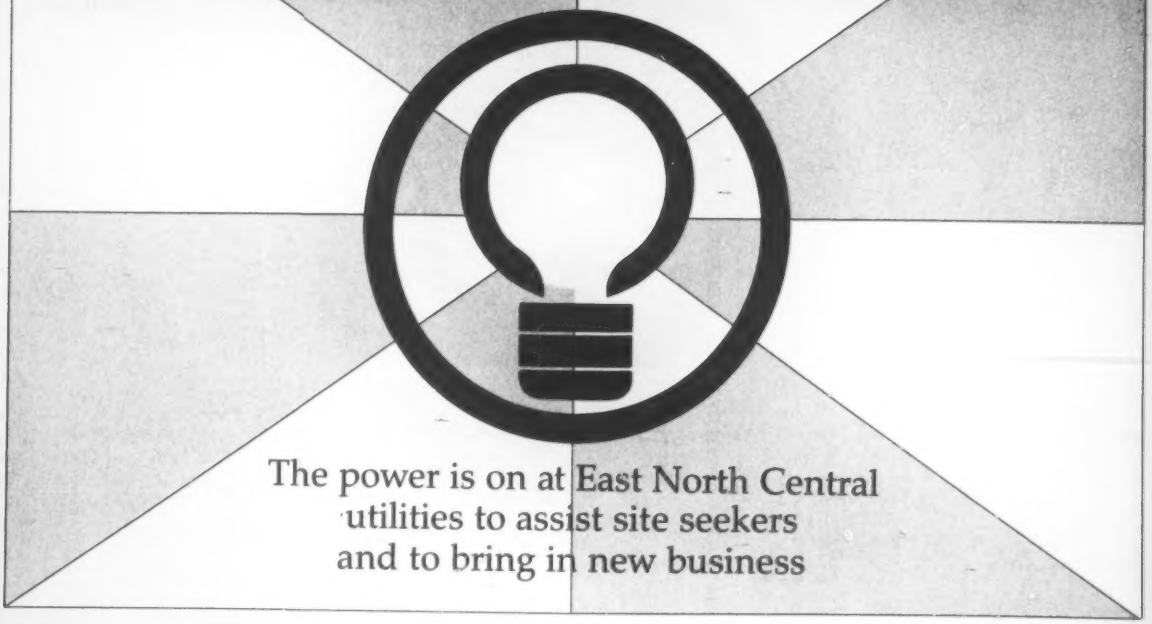
UTILITIES ARE LIGHTING THE WAY FOR SITE SEEKERS IN THE REGION



The power is on at East North Central utilities to assist site seekers and to bring in new business

by Pamela L. Streeter, editor

Utilities today do more than just supply an area's power. They are active participants in their communities. They often have the resources to lure new businesses, to act as an information clearinghouse for site seekers, even to help local developers do their jobs better.

Of course, some utilities are more involved in economic development activities than others. What's being done by utilities in the East North Central States? *Plant Location* conducted a survey recently of the region's utility executives to find out and to get their views on the area's development climate. Here are the results.

Involvement. How much are the region's utilities doing? Some of their development activities are outlined below.

Full-time staff. A number of utilities maintain an entire department devoted to economic development. Toledo Edison, which supplies electricity to Toledo and eight counties in northwest Ohio, has a staff of four to provide full services to site seekers and to handle the available Toledo Edison-owned land.

American Electric Power of Columbus, Ohio, has 18 full-time economic development specialists to handle its seven-state service area. AEP has seven specialists in Ohio, two in northeast Indiana, and one in southwest Michigan.

Illinois Power Company, which is based in Decatur and serves approximately one-fourth of Illinois, has an economic development department staffed by 14 full-time professionals.

And Columbus Southern Power, serving central and southern Ohio, broke into the field early: it has had a full-time development department since 1956.

Training/education. Most utilities have service areas that join towns and counties not joined by any other organization. This allows the utilities the opportunity to educate local areas about regional and statewide economic development activities, supplying information the communities might not get from any other source.

Ohio Edison provides education by offering formal and informal training programs to local developers in its service area, which is comprised of 35 central and northeastern counties in Ohio.

Other regional utilities provide development training to local areas by conducting seminars and publishing newsletters on retention and expansion of existing industries, among other things. Wisconsin Electric Power Company offers such seminars and newsletters to southern Wisconsin, Fox Valley, and 50% of Michigan's upper peninsula. The result of this training and education of local development agencies is that site seekers deal with better-informed contacts, making their jobs easier.

Out-of-state marketing. Probably the most aggressive means of attracting new businesses is to go out and pursue them on their home turf. Several utilities in the region are involved with out-of-state marketing, recognizing the importance of looking beyond one's own border for business.

Consumers Power Company of Jackson, Michigan,

which provides power to 67 of the 68 counties in Michigan's lower peninsula, has both national and international attraction programs. These programs involve visiting corporate headquarters, advertising nationally, and attending national and international trade shows.

A number of utilities also have national advertising campaigns, which send their messages throughout the United States.

Site-seeker services/incentives. What does a utility offer in terms of rate breaks, comparison studies, services, etc.? Why should a business locate in the utility's service area? These are brass-tack questions for site seekers.

Most utilities offer at least one of a variety of incentives: reduced electrical and gas rates, financial assistance, a complete building inventory, search assistance, to name a few.

Rate reductions. Some utilities, like Toledo Edison, offer rates individually tailored to the new customer's needs; usually the rates are based on the number of jobs being created and the company's investment.

Other utilities offer specific reductions to new customers that meet certain requirements. American Electric Power offers discounts in demand charges of 30% for the first year, 20% for the second year, and 10% for the third year to new customers with a demand of at least 1,000 kilowatts (existing customers that add at least 500 kilowatts to an existing load of 1,000 kilowatts are also entitled to the reduction). Columbus Southern Power of Ohio offers a similar program, which will be in effect until 1992.

Ohio Edison offers a five-year incentive rate program to qualifying firms. The program features demand discounts of 50%, 40%, 30%, 20%, and 10% respectively over five years.

Illinois Power Company offers an incentive rate to any new or existing customer that creates 500 kilowatts or more of new load; the rate is effective for up to 10 years.

And Wisconsin Public Service Corp., which provides power to 10,000 square miles of northern Wisconsin, offers customers rebates if they employ energy-efficient lighting and/or motors.

Services. Some of the services that are offered by the region's utilities and are available to site seekers include:

- Conservation assistance. Local utilities are good sources for ideas on ways to conserve energy. Wisconsin Public Service Corp. offers this service, as well as assistance in financing conservation measures.
- Information on available land and buildings. Nearly all of the East North Central region's utilities maintain lists of land and buildings available in their service areas. Many of these lists are computerized and are offered on a strictly confidential basis.
- Area information. This information can include community profiles, wage information, business cost comparisons, energy cost comparisons, as well as names of local builders, contractors, and architects.
- Financial packaging assistance. Some utilities assist in securing loans from local development corporations or can give information on available loans.
- Miscellaneous. Columbia Gas of Ohio, Inc., of Columbus, has negotiated special transportation for gas service for new industries with large natural-gas requirements.

Wisconsin Gas Company of Milwaukee offers preventative maintenance techniques, safety analyses, and fuel-monitoring techniques, among other services, to its clients.

Several utilities surveyed mentioned the effectiveness of these incentives in luring new businesses. According to Dennis Blang at Northern States Power Co. (Wisconsin), "Incentives are significant when combined with appropriate basic site

Energy in the next five years

Regional utility executives look into the crystal ball

We asked the economic development directors at the East North Central region's utilities what changes they saw occurring in the energy industry in the next five years. The responses indicated general agreement on some industry issues and disagreement on others.

One point stressed by several people was that acid rain will become a larger concern to utilities down the road. Dean Cunningham of the Illinois Power Company thinks new legislation on the issue could have "a profound impact on the cost of generating electricity." Jerry Callahan of Columbus Southern Power, Ohio, sees it as a prime concern but doesn't see just how it will be resolved.

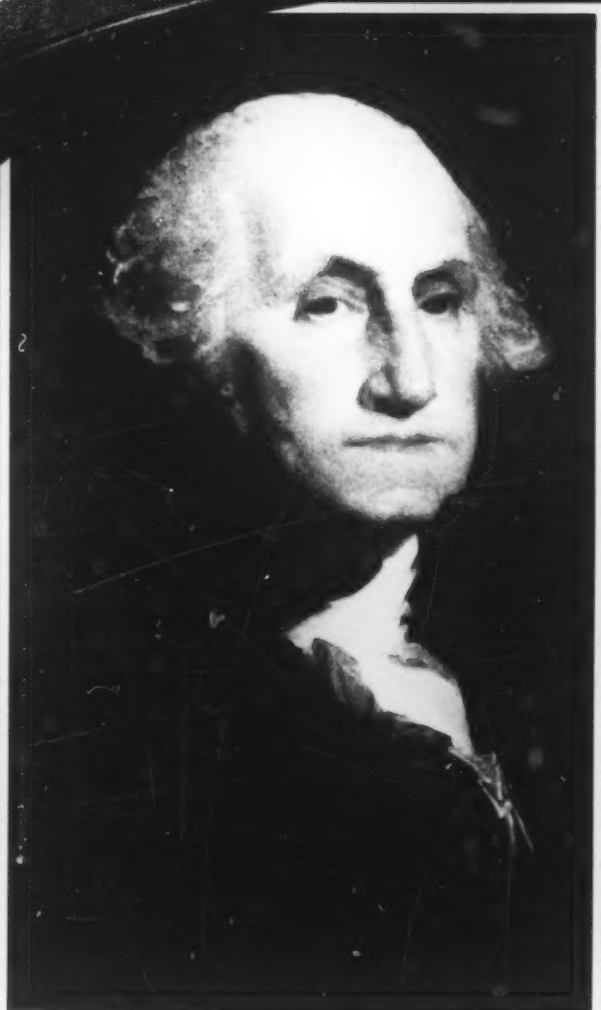
Organization within the industry should go through some changes in the next five years. The respondents predict consolidation, more competition, and more independent power producers. Jim Easley, director for business development at Ohio Edison, foresees "competition among utilities fostered by regulatory initiatives and individual large customers searching for short-term reductions in rates." A manager at a Wisconsin utility sees increased efficiency resulting from recent consolidation of utilities: "The trend of consolidation in the energy industry may continue as competition sharpens the need to operate more efficiently."

Rates are one area of disagreement: some say they will go up, some say they will remain stable, and some say they will go down. According to Robert Forsblom, director of Buckeye Power in Ohio, "The electric utility industry should see a gradual increase in electric rates equal to the inflation rates." Theodore Penn at Wisconsin Public Service Corp. predicts "minimal rate increases." On the other hand, "increased competitiveness will help assure stable energy prices," says Dennis Blang of Northern States Power (Wisc.).

Contrary still, several respondents say rates will decrease because customers will demand it. Jim Easley qualifies this: "Rate discounts will be demanded and obtained—until the next capacity shortage." And Richard Surbrook, director of economic development at Consumers Power, Mich., sees natural selection in the industry because of rates; he predicts "the survival of low-cost energy suppliers and the demise of many others."

Other predictions for the next five years include more conservation by consumers—and a related increase in the popularity of cogeneration, more power coming from Canada, more brownouts, and no more new power plants being built in the United States.

The GREAT



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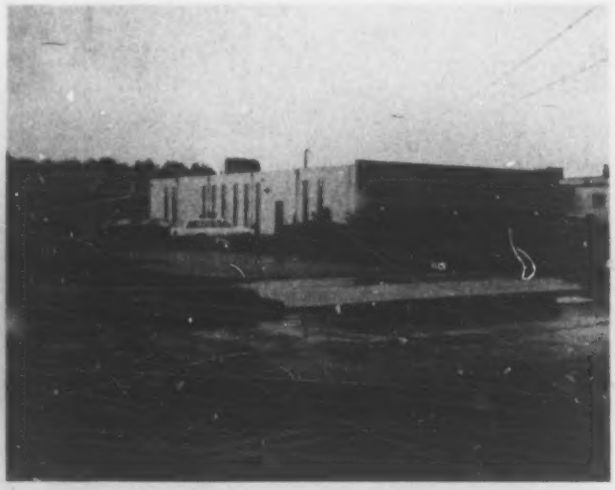

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criteria that meets a company's needs." Recently Northern States Power assisted with the expansion of Bretting Manufacturing, the world's largest manufacturer of napkin dispensing machines.

Dean Cunningham, Illinois Power Company, says of their success, "Diamond Star Motors Corp. is the largest and most-widely known firm to locate in our territory due to our incentive rate. Other firms taking advantage of the incentive rate include: Magna International, Diesel Kiki, Crown Cork and Seal, and Mitsuboshi Belting, Ltd." He says that "since the inception of our incentive rate, approximately 15 new and existing firms are currently utilizing the rate."

Prognosis for the next five years. What do the utilities' executives think of development in their areas in the next five years? Here are some thoughts, state by state.

Ohio. The development trend in Ohio seems to be toward growth in the smaller communities. Robert Forsblom, director of Buckeye Power, Columbus, thinks new businesses will be attracted to rural areas in Ohio because of "low power rates, wages, competitive building and wage costs, and a strong work ethic."

This attention to the smaller areas will bring about changes in attitudes by local economic developers. There will be "more competition by communities (tax abatements, etc.) and fewer projects to chase," says Jim Easley, director of business development for Ohio Edison in Akron. This will bring "more recognition that most growth comes from within [the state], which will accelerate the trend toward regional cooperation," according to Mr. Easley.

Michigan. In Michigan, "the trend is away from assembly-line, labor-intensive operations and toward small and medium-sized companies employing 50 to 100 skilled workers," according to Richard R. Surbrook, director of economic development for Consumers Power in Jackson. These smaller companies will shift toward high-technology and automated factory systems, even in the manufacturing sector, he predicts.

Wisconsin. Smaller companies will continue to dominate the new business in Wisconsin. In largely rural western Wisconsin, however, Dennis Blang, administrator of area development for Northern States Power (Wisconsin), reports on "the establishment of regional offices and manufacturing facilities by major corporations." He points out that in the next five years "lower capital operating and living costs in rural areas will receive continued attention as companies struggle to remain competitive with foreign products."

Penny Scheuerman, economic development consultant for Wisconsin Electric Power Company, has noticed a shift in the state's economic base. She says, "While manufacturing remains strong in our service territory, the service industry has expanded and created new jobs."

Indiana. More foreign companies are showing an interest in the state. This should continue in the next few years if the dollar continues to be weak against the yen and Common Market, says one utility spokesperson. In fact, the spokesperson reports that nearly 30 foreign firms have started manufacturing operations in the utility's service area (which comprises Indiana and parts of six neighboring states) in recent years.

Illinois. There has been a resurgence in the manufacturing sector in Illinois recently and it is expected to continue in the next few years, according to Dean Cunningham, economic development manager at Illinois Power Company. He is expecting growth to continue "in manufacturing and service sectors, particularly in areas of food processing, metal fabrication, plastics, and information processing." Illinois Power Company supplies gas and electricity to one-quarter of the state.

John Wetzel, director of area development at Iowa-Illinois Gas and Electric Company of Quad Cities, thinks Illinois will, as the rest of the region has done, see more foreign investment, especially from Asia. He also sees a growing public/private partnership for area utilities, and thinks there will be more emphasis on loans, instead of large grant programs.

The economic future of the East North Central region looks bright, and the area's utilities can take some of the credit. Their efforts toward attracting new businesses and improving the business climate have inspired, and will continue to inspire, much of the region's growth. □

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AL · INCENTIVES

BUSINESS DEVELOPMENT LOANS	SMALL-BUSINESS LOANS	VENTURE CAPITAL
• Direct Loan Program *Contact:* Ill. Dev. Finance Authority, 2 N. LaSalle St., Chicago, IL 60602, (312) 793-5586 • Large Business Development Program *Contact:* Ill. Dept. of Commerce & Comm. Affairs, 620 E. Adams St., Springfield, IL 62701, (217) 782-1460	• Energy Assistance Program—(217) 785-6205 • Business Innovation Fund—(217) 782-1460 • Equity Investment Fund—(217) 782-1460 *Contact:* Ill. Dept. of Commerce & Comm. Affairs, 620 E. Adams St., Springfield, IL 62701	• Venture Capital Fund *Contact:* Ill. Dev. Finance Authority, 2 N. LaSalle St., Chicago, IL 60602, (312) 793-5586
• Investment Incentive Program *Contact:* Div. of Bus. & Financial Svcs., Ind. Dept. of Commerce, Ste. 700, 1 N. Capitol Ave., Indianapolis, IN 46204, (317) 232-8782 • Loan Guarantee Program *Contact:* Ind. Employ. Dev. Cmsn., Ste. 415, 1 N. Capitol Ave., Indianapolis, IN 46204, (317) 232-4408 • Certified Development Corporation *Contact:* Ind. Statewide Certified Dev. Corp., 2506 Willowbrook Pkwy., Ste. 110, Indianapolis, IN 46205, (317) 253-6166	• Small-Business Innovation Research Prog. *Contact:* Fred Lindsey, Indust. Dev. Div., Ind. Dept. of Commerce, Ste. 700, 1 N. Capitol Ave., Indianapolis, IN 46204, (317) 232-8888 (Note: All Indiana programs listed under "Business Development Loans" apply here as well)	• Venture Capital Investments *Contact:* Corp. for Innovation Dev., Ste. 520, 1 N. Capitol Ave., Indianapolis, IN 46204, (317) 635-7325 • Research & Development Funding *Contact:* Corp. for Science & Tech., Ste. 920, 1 N. Capitol Ave., Indianapolis, IN 46204, (317) 635-3058
• Manufacturing Development Group *Contact:* Manufacturing Dev. Group, P.O. Box 30225, Lansing, MI 48909, (517) 373-8495 • Capitol Access Program *Contact:* Mich. Strategic Fund, Mich. Dept. of Commerce, P.O. Box 30234, Lansing, MI 48909, (517) 373-7550	• New Enterprise Services Office *Contact:* Mich. Modernization Svc., Mich. Dept. of Commerce, 2901 Hubbard, Ann Arbor, MI 48109, (313) 769-4664	• Venture Capital Corporation *Contact:* Venture Capital Corp., State Dept. of the Treasury, Treasury Bldg., 430 W. Allegan St., Lansing, MI 48922, (517) 373-4330
• Minority Business Development *Contact:* Ohio Dept. of Dev., P.O. Box 1001, Columbus, OH 43266-0101, (614) 462-7708 • Edison Seed Development Fund *Contact:* Christopher Coburn, The Thomas Edison Prog., 65 E. State St., Ste. 200, Columbus, OH 43266-0330, (614) 466-3086	• Withrow Linked Deposit Program *Contact:* Linked Deposit Coordinator, Office of the Treasurer of State, P.O. Box 1001, Columbus, OH 43266-0101, (614) 466-6546 • Small-Business Administration 504 Loan *Contact:* Ohio Statewide Dev. Corp., P.O. Box 1001, Columbus, OH 43266-0101, (614) 466-5043	None
• Technology Development Fund • Major Economic Development Fund *Contact:* Jim Gruentzel, Dev. Financing Bureau, Wis. Dept. of Dev., Box 7970, Madison, WI 53707, (608) 258-7099	• Wisconsin Business Dev. Finance Corp. *Contact:* John Geigel, Wis. Bus. Dev. Finance Corp., P.O. Box 2717, Madison, WI 53701-8830, (608) 258-8830	• Various venture capital corporations

HOW·TO·USE·T

Plant Location's East North Central Regional Review is designed to be a companion edition to **Plant Location's Annual Directory.** It takes the information in the **Directory** one step further, offering site selectors a greater statistical look at the East North Central states.

In this **Review,** you'll find the region is broken down by state, and each state is broken down by Metropolitan Statistical Areas (MSAs). A MSA is a densely populated metropolitan area with adjacent communities that are highly economically and socially joined to that area. The U.S. Office of Management and Budget specifies that each MSA include either at least one city with 50,000 or more inhabitants, *or* a Census Bureau-defined urbanized area of at least 50,000 inhabitants and a total MSA population of at least 100,000.

Here is a rundown of what is offered statistically in **Plant Location's Regional Review,** why it is offered, and where the information comes from.

REGIONAL INFORMATION

The first statistical area in the magazine is the regional section. This section gives an overview of the region and offers comparisons both between the states and between the region and the U.S. average.

GEOGRAPHY. This section defines the area and land use of each state, as well as the amount of water used each day. These figures can help determine how rural or urban a state is, how much land is devoted to parks and recreation facilities (a quality-of-life consideration), and how heavy a demand there is for water.

Here are the sources for this information:

Area–U.S. Bureau of the Census, *1980 Census of Population.*

Water usage–U.S. Geological Survey, *Estimated Use of Water in the United States.*

Land use–U.S. Bureau of the Census.

Parks & recreation–National Association of State Park Directors, *Annual Information Exchange.*

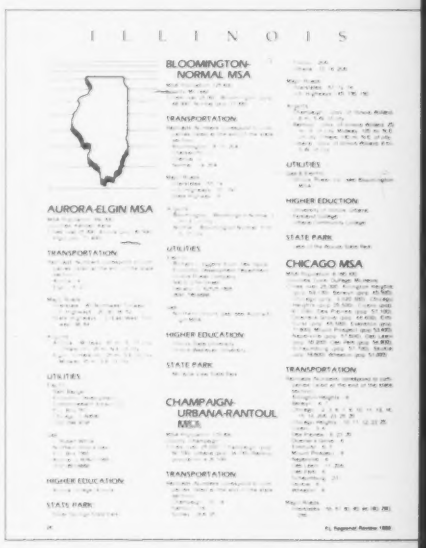
CULTURAL. How important art agencies are to each state is another quality-of-life question. To indicate the state's involvement, the amount of money set aside to support them is given. This information comes from the National Assembly of State Art Agencies in Washington, D.C.

LABOR FORCE. The number of unemployed workers and whether or not they're insured offers an idea of the state's employment climate. Also given is the average annual pay for workers in each state.

Unemployment figures come from the U.S. Employment & Training Administration's *Employment & Training Report of the Secretary.* Annual pay figures come from the U.S. Department of Labor's *Average Annual Pay by State & Industry.*

EDUCATION. A state's emphasis on education is an important consideration for relocating companies. Statistics are given for the number of teachers serving public elementary and secondary schools and their average salaries versus the national total.

Information on higher education in the states gives an indication of how educated the work force is. The number of high-school graduates, the number of higher education institutions, and enrollment figures are all given.



Source materials for these sections follow.

Teachers & salaries/high-school graduates–National Education Association, *Estimates of School Statistics* (copyright ' 1987 by the National Education Association. All rights reserved.).

Higher education–U.S. Dept. of Education, *Fall Enrollment in Higher Education;* and *Education Directory,*

HIS·DIRECTORY

Colleges & Universities.

HOUSING & CONSTRUCTION. For a company relocating employees and senior management, one-family home prices can make a difference. figures for these prices come from the National Association of REALTORS®, *Existing Home Sales* (copyright).

Construction contract values indicate the amount of new building going on in a state, which gives a strong idea of the business climate. These figures come from *Dodge Construction Potentials*, McGraw-Hill Information Systems Co.

HEALTH. This section gives the number of physicians per 100,000 people versus the national average, as well as the number of hospital facilities and the average daily room charge.

Here are the sources:

Number of physicians–American Medical Association, *Physician Characteristics and Distribution in the U.S.* (copyright).

Hospital facilities–American Hospital Association, *Hospital Statistics* (copyright).

METROPOLITAN STATISTICAL AREAS

In this section is statistical information on each state's metropolitan areas. These areas are where the most growth occurs and where the majority of businesses relocate to or start up in. The following information is covered for the MSAs.

TRANSPORTATION. These figures indicate the accessibility of the area.

Railroads serving cities over 25,000 and key connection cities are listed. At the end of each state is a list of all the railroads serving the state and contacts at each of these railroads. The source for this information is *The Official Railway Guide*, North American Freight Service Edition, Jan./Feb. 1988, Vol. 120, No.3, published by International Thompson Press.

Major roads bisecting the metropolitan area are given. The numbers indicate the actual interstate or highway; sometimes a name for the road is also given. Source: Rand McNally & Co., *1988 Rand McNally Road Atlas*, United States-Canada-Mexico.

The nearest airports to the cities over 25,000 and the distance between them is indicated. This information comes from Official Airline Guides, Inc., *North American Travel Planner & Hotel/Motel Guide*, Summer 1988.

UTILITIES. Electric and gas utilities executives are excellent sources of information for site seekers. Often utilities offer incentives and can assist in the selection process. Utility names and contacts are given for all the region's MSAs.

The electric utility information comes from *Electrical World Directory of Electric Utilities 1987-1988*, published by the McGraw-Hill Book Co.

The gas utility information comes from *Brown's Directory of North American Gas Companies 1986*, published by Harcourt Brace Jovanovich.

HIGHER EDUCATION. Colleges and universities in a community can offer technical training programs to assist businesses and can be sources for employee recruitment. All the institutions of higher education located in each MSA are given. The information comes from Rand McNally & Co., *1988 Rand McNally Road Atlas*, United States-Canada-Mexico.

STATE PARKS. For companies interested in an area where the quality of life includes camping and hiking grounds, knowledge of where the area's state parks are can be helpful. This information is included and comes from the *1988 Rand McNally Road Atlas*, United States-Canada-Mexico, Rand McNally & Co.□

Regional roundup: The East North Central States

The East North Central region is an excellent example of the economic turnaround that the nation as a whole has experienced in the 1980s. Since the 1970s, the region has gone from a manufacturing stronghold, to an economy in turmoil, to a diversified economy trying—and succeeding—in capturing the coveted service-industry businesses.

The current prosperous economic situation belies the near-crisis conditions present in the early 1980s, when several negative national and international developments occurred at once.

The Iranian Revolution caused chaos in the oil market and sent prices escalating, turning the typical American car—a big, boxy gas guzzler—into a dinosaur. This, along with a national trend toward the purchase of foreign cars, badly hurt the auto industry in Michigan.

Hardships in the agricultural industry, caused by a number of reasons, including bad weather, farmers overextending themselves, and small farms not being able to compete, damaged local economies in rural sections of the region.

Fierce competition in international markets, spurred by inexpensive labor in overseas countries, caused a drop in domestic industrial manufacturing, affecting all the region's states.

The resulting economic slump in the East North Central created a marketplace that workers wanted to get out of. Skilled workers, bereft of jobs, headed south and west. This created a depleted work force, which did little to help the already depressed situation.

Survival of these crises and others depended on aggressive attempts by the states to reduce mounting state deficits, to boost ailing state businesses, and to diversify.

1988 shows the states have succeeded. Employment is up, per capita income is up, job growth is up, even agricultural and manufacturing industries are seeing a rebirth.

The state governments can be credited with the region's turnaround. The governors of Illinois, Indiana, Michigan, Ohio, and Wisconsin aggressively pursued new development projects and sometimes had to make unpopular decisions, like raising taxes, for the good of the states' futures.

Each state can now point with pride to what's been accomplished in the last few years.

Indiana talks about its worker-training programs, its tax-abatement incentives, and its success in getting local areas involved in economic development.

Illinois stresses its numerous business assistances and extensive enterprise-zone programs. It also points with pride to its extensive transportational facilities and its world-class educational system.

The dramatic diversification of Michigan's markets wipes out the damage done by the auto industry collapse. The state aggressively pursued high-technology industries and now has corridors of automation across the state. In addition, the furniture industry has seen a rebirth.

Ohio decentralized decision-making on economic development and now allows local cities and towns to make their own development decisions, which has spurred development. It has the Thomas Edison Program, which joins industry with higher education to assist in developing high-tech projects. And it has a successful enterprise zone program.

Wisconsin has also diversified its industry base and has a hard-working, skilled labor force. Small dairy farmers in the state are today still in business thanks to the development of dairy cooperatives. These cooperatives averted a potentially devastating blow to one of Wisconsin's most important markets, because of the declining demand for milk.

Quality of life. All this recent pro-business activity shouldn't minimize the traditional advantages the region has always offered. Located in the middle of the country, the East North Central is in a prime position to deal with all the major U.S. markets. The region can be called a transportation hub: there are numerous interstates bisecting the states, there is an abundance of airports, and all the major railroads serve the area.

The region is a profitable one for its inhabitants: the average per-capita income for the states in 1986 was $20,613, over 3% higher than the national average that year.

Education is an important issue to the East North Central states. The average salary for public elementary- and secondary-school teachers in the region in 1987 was $28,000; the U.S. average was $26,700. More high-school graduates went on to a higher form of education in 1985 in the region than did students in the rest of the nation. East North Central states had a rate of 21.91%, compared with 19.80% for the rest of the country.

And for someone relocating to a metropolitan area in the region, they'll find the price for existing one-family houses to be substantially lower than other parts of the country. In the second quarter of 1987, the average house cost $69,100 in the East North Central region, while the U.S. average cost was $80,300.

An overall look at the East North Central states shows a region not ready to lie down in the face of difficulty. It shows a gritty determination on the part of the state's governments to succeed and to beat the odds.

Today, the region is reaping the results. The many new businesses starting up, lured by incentives and by the quality of life in the states, are a graphic example of this success.□

GEOGRAPHY

AREA

	Total Area sq. mi.	Land Area sq. mi.	Water Area sq. mi.
Illinois	56,345	55,645	700
Indiana	36,185	35,932	253
Michigan	58,527	56,954	1,573
Ohio	41,330	41,004	325
Wisconsin	56,153	54,426	1,727

PARKS & RECREATION (1986)

	Acreage (1,000)	% of state budget	Visitors (1,000)
Illinois	335	.13	32,407
Indiana	54	.12	9,119
Michigan	251	.34	22,728
Ohio	193	.22	64,560
Wisconsin	119	.21	11,085
US AVG. % OF BUDGET:		**.38**	

LAND USE

Nonfederal, thousand acres

	Urban & builtup	Rural transp.	Farm land	Forest land
Illinois	1,846	870	27,874	3,429
Indiana	1,192	517	26,441	1,756
Michigan	1,966	873	12,354	15,360
Ohio	2,187	645	15,161	6,380
Wisconsin	1,125	770	14,851	13,393

LABOR FORCE

INSURED UNEMPLOYED

1986, in 1,000s

	Number	Percent
Illinois	143.9	3.2%
Indiana	44.5	2.2
Michigan	108.7	3.2
Ohio	118.0	2.8
Wisconsin	59.0	3.1

AVERAGE ANNUAL PAY 1986*

	Pay	Percent change 1985-1986
Illinois	$21,452	4.1%
Indiana	19,024	2.8
Michigan	22,720	3.8
Ohio	19,902	2.4
Wisconsin	19,966	4.1
U.S. AVG.	**19,966**	**4.1**

*For workers covered by state unemployment insurance laws and for Federal civilian workers covered by unemployment compensation for Federal employees. Approx. 90% of total civilian employment.

WATER USAGE PER DAY

Millions of gallons

	Water withdrawn: Ground water	Water withdrawn: Surface water	Per capita usage
Illinois	968	13,500	1,250
Indiana	635	7,400	1,470
Michigan	600	10,800	1,270
Ohio	730	12,000	1,180
Wisconsin	570	6,170	1,400

CULTURAL

STATE APPROPRIATIONS FOR STATE ART AGENCIES (1987)

	Total ($1,000)	Per capita (Dollars)
Illinois	$8,758	$0.76
Indiana	1,837	0.33
Michigan	11,426	1.26
Ohio	9,089	0.85
Wisconsin	1,149	0.24

EDUCATION

NUMBER OF TEACHERS & SALARIES

Public elementary & secondary schools

	No. of Teachers 1987 (1,000s): Total	Elem.	Sec.	Average Salary 1987 ($1,000s): Total	Elem.	Sec.
Illinois	100.3	66.6	33.7	28.7	27.3	30.6
Indiana	51.7	26.5	25.2	25.7	25.1	26.3
Michigan	80.2	52.0	28.2	31.5	31.3	31.9
Ohio	96.0	53.1	42.9	26.3	25.9	26.8
Wisconsin	46.2	26.8	19.4	28.1	27.7	29.3
U.S.	**2,233**	**1,261**	**971**	**26.7**	**26.1**	**27.4**

HIGHER EDUCATION 1985

	Number of institutions	Enrollment (1,000)	% of high-school grads that attend
Illinois	162	679	17.24%
Indiana	75	251	25.90
Michigan	92	507	20.91
Ohio	142	515	23.69
Wisconsin	63	275	21.82
U.S.	**3,340**	**12,247**	**19.80**

HIGH-SCHOOL GRADUATES 1987

	Number (1,000)
Illinois	110.0
Indiana	58.0
Michigan	100.0
Ohio	122.4
Wisconsin	58.3

HOUSING/ CONSTRUCTION

MEDIAN SALES PRICE OF EXISTING ONE-FAMILY HOMES

Metropolitan areas	2nd quarter 1987 (1,000)
OHIO	
Akron	$80.3*
Cincinnati	56.9
Cleveland	65.9
Columbus	66.9*
Toledo	58.2
ILLINOIS	
Chicago	90.9
St. Louis, MO/IL	74.7
INDIANA	
Cincinnati, OH/KY/IN	65.9
Indianapolis	63.8
Louisville, KY/IN	53.4
MICHIGAN	
Detroit	66.6
Grand Rapids	53.4
WISCONSIN	
Milwaukee	71.7
Minneapolis-St. Paul, MN/WI	80.2
U.S. AVERAGE	**80.3***

*1986 figures

CONSTRUCTION CONTRACT VALUES (1986)

In millions of dollars

	Residential	Nonresid.	Total (incl. nonbldg.)
Illinois	$4,015	3,069	8,996
Indiana	2,097	1,864	4,756
Michigan	3,090	2,932	6,971
Ohio	3,282	3,191	8,367
Wisconsin	1,377	1,049	3,172

HEALTH

PHYSICIANS (1985)

	No. per 100,000 pop.
Illinois	205
Indiana	146
Michigan	178
Ohio	186
Wisconsin	175
U.S. AVERAGE	**204**

HOSPITAL FACILITIES

	Number
Illinois	274
Indiana	134
Michigan	222
Ohio	233
Wisconsin	159

DAILY HOSPITAL ROOM CHARGE

	Avg. daily chg. (1987)	Avg. cost per day (1987)
Illinois	$279	$498
Indiana	208	446
Michigan	296	507
Ohio	253	493
Wisconsin	174	392

I L L I N O I S

Success In The Land Of Lincoln

by Bob Mottley, contributing editor

Illinois, known widely for being the home state of Abraham Lincoln, is located in the center of the United States. It is a bridge between the East and West coasts, stretching from the Great Lakes to the border of the Sunbelt.

There is constant commercial traffic through Illinois' sectors, along rivers and highways, by rail and by jet. This easy access across the country has produced a vibrant industrial ethos. The state ranks fourth among the states in wholesale sales and has more than 37,000 wholesale and distribution facilities. Approximately 300 of the U.S.'s Fortune 500 companies maintain significant regional or national distribution centers throughout the state, which ranks third in high-technology jobs.

All of this has developed in a state that men first saw as a vast, treeless prairie with topsoil so rich that it could (and still can) be measured in feet.

Update: Chicago. Chicago, the nation's traditional "second city," has a glittering new skin. Landscaped plazas provide breathing places between stunning office buildings: the 110-story Sears Tower, tallest in the world (100 feet higher than the World Trade Center in New York City); the 100-story Hancock Center, known locally as Big John; and the 80-story Standard Oil Building. The city's famous shoreline along Lake Michigan extends from fashionable suburbs in the north to a sprawling industrial center south of town. Chicago is the only inland city with combined lake, river, and ocean traffic. Freighters from around the world, coming into the Great Lakes by the St. Lawrence Seaway, meet oreboats, river barges, and other vessels from the Mississippi River and the Inland Waterway.

There are approximately 50 branches of foreign banks in Chicago. The vigor of its financial services industries has drawn accounting firms, data processing equipment companies, and telecommunications firms. A big incentive has been Illinois' Interstate Banking Act, passed in 1987 and effective December 1, 1990, which permits out-of-state holding companies to acquire control of banks within Illinois for reciprocal privileges.

A flourishing banking community has made possible an aggressive bidding for new plants. The key word here is industrial park. Twenty such parks have been planned throughout the Chicago area. The city's Economic Development Commission (EDC) is creating three prototype parks on inner-city sites that will have the amenities needed to compete with suburban business parks. The EDC also plays an active role in the Illinois Enterprise Zone Program, which offers a package of state, county, and local financing incentives to aid eligible businesses within six designated enterprise zones. Incentives include job tax credit, sales tax abatement, and lucrative investment tax credits.

Another concept to attract new companies is the Chicago Technology Park, a state-initiated economic development project on a 56-acre tract adjacent to the West Side Medical Center. Three buildings have gone up there: the Research Center and Tech 2000, both office and research

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Illinois Power Company
Economic Development Department
500 South 27th Street
Decatur, IL 62525

Yes, I'd like to know more about making money in Illinois Power territory. Please send me more information.

Name_____ Title_____

Company_____ Phone_____

Address_____

City_____ State_____ Zip_____

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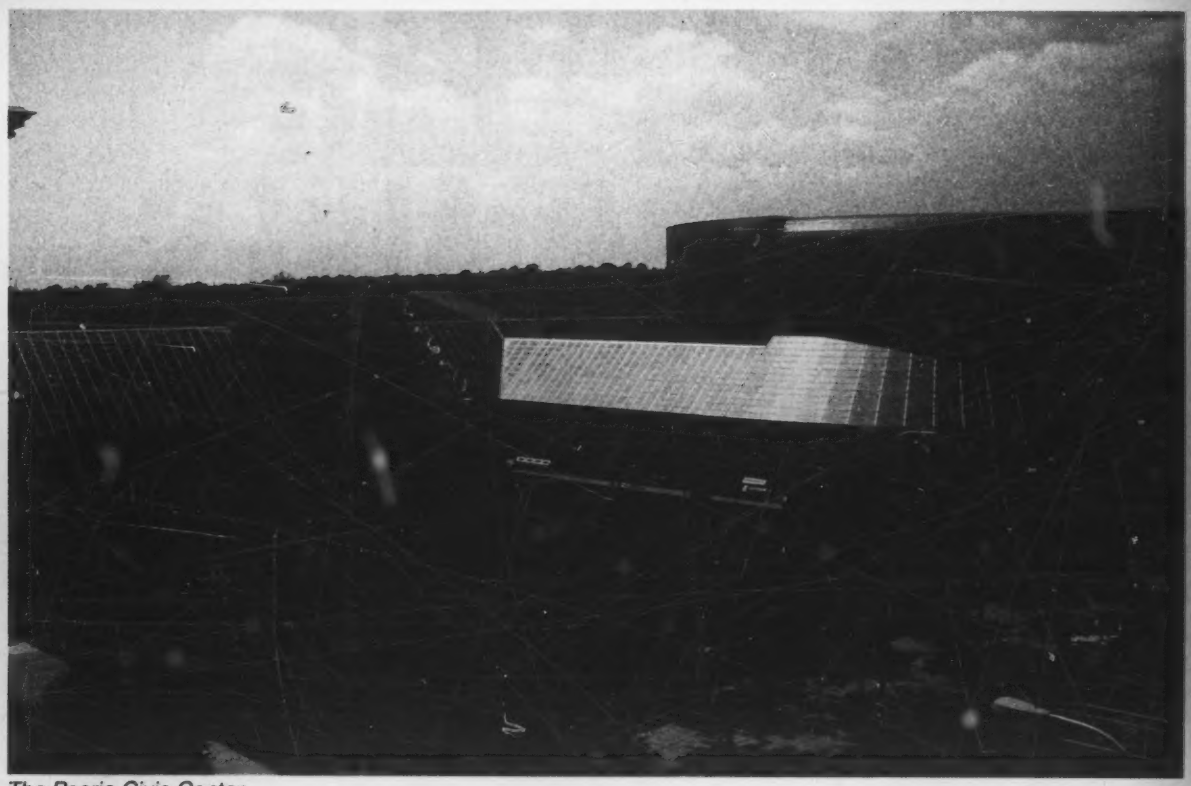


The Peoria Civic Center

facilities, and a third complex built by the AmGen Corp. The park offers an affordable environment for younger companies still developing their potential and is actually managed by a not-for-profit corporation formed by a major hospital and the University of Illinois.

Chicago's metropolitan area embraces approximately 7.8 million people. The city's formal rail hub is McCormick Place, a convention center that can hold 100,000 visitors at one time for trade shows. A half-dozen existing or planned centers in the suburbs bring in smaller crowds. Sports and artistic ventures are serious businesses here: Wrigley field, the Cubs, the White Sox, the Bears, and the Black Hawks, not to mention Sir Georg Solti and the Chicago Symphony, have legions of paying fans.

Other cities. Outside of Chicago, there is no slackening of hospitality for new companies. Rockford, the second-largest city in Illinois (pop. 300,000), dominates the state's northwest corner and is home to a large number of Scardinavian-Americans. In 1987 the Council of 100, Rockford's private economic development organization, was a catalyst in generating over $15 million in export sales by Rockford-area companies, which reported $19 million in new market activities.

Another go-getting economic center is the area called Quad Cities, which encompasses Rock Island, Moline, and East Moline in Illinois and Davenport in Iowa.

Further south is Peoria, an industrial city with a metropolitan population of 360,000 that is often used as a test market for commercial products. "How will it do in Peoria?" has become a standard American expression. The tri-county Peoria area of Woodford, Tazewell, and Peoria counties calls itself "Illinois' other prime market." Peoria itself is a major port on the Illinois River, part of an inland waterway system ultimately linking Lake Michigan and the Gulf of Mexico. The entire area benefits from deep-well resources and has a self-replenishing capacity of seven trillion gallons of fresh water daily. And beneath the rich topsoil lies one of the world's major bituminous coal fields, with reserves of high-energy coal that are expected to last 150 years.

Downstate, in central Illinois, Springfield (which is the state capital), Decatur, Champaign, and Urbana are the major communities. Agribusiness, heavy-equipment manufacturing, and high-tech industries have responded in this area to the state's wide-ranging incentive programs.

Transportation hub. The key to Illinois' industrial development is its location.

The state lies at the heart of the nation's interstate highway system. Three coast-to-coast interstates—I-80, I-90, and I-70—and seven additional interstates serve the state, which has a total of 1,700 miles of interstate roads that provide direct highway access to every point in the nation. Of the 23,000 truck lines operating in Illinois, 9,000 offer intrastate service. Overnight truck deliveries from Illinois can be made to destinations from Kansas City in the west to Indianapolis in the east. Second-day deliveries can reach markets as distant as Dallas, Denver, Minneapolis, Pittsburgh, or Atlanta.

More than half of the state's communities are served directly by railroads. Four railroads make the Chicago gateway a major entry point. The St. Louis metropolitan area, reaching into southwestern Illinois, offers eight piggyback rail ter-

minal facilities.

Illinois possesses 1,110 miles of navigable waterways that border or pass through it. The Port of Chicago has approximately 75 terminals on the Lake Michigan shoreline and for six miles inland on the Calumet River. One-third of these handle deep-sea and Great Lakes vessels; the others service barges. The Iroquois Landing Lakefront Terminus, featuring 225,000 square feet of storage space and 90 paved acres, is the newest containerized shipping facility on the Great Lakes.

Other ports thrive along the Mississippi, Ohio, Illinois, and Wabash rivers (the last-named is not commercially navigable at the present time). The Illinois International Port District and the Tri-City Regional Port District (which is located six miles north of St. Louis on the Mississippi) contain foreign-trade zones. A third foreign-trade zone, on the Illinois River, is based in Peoria.

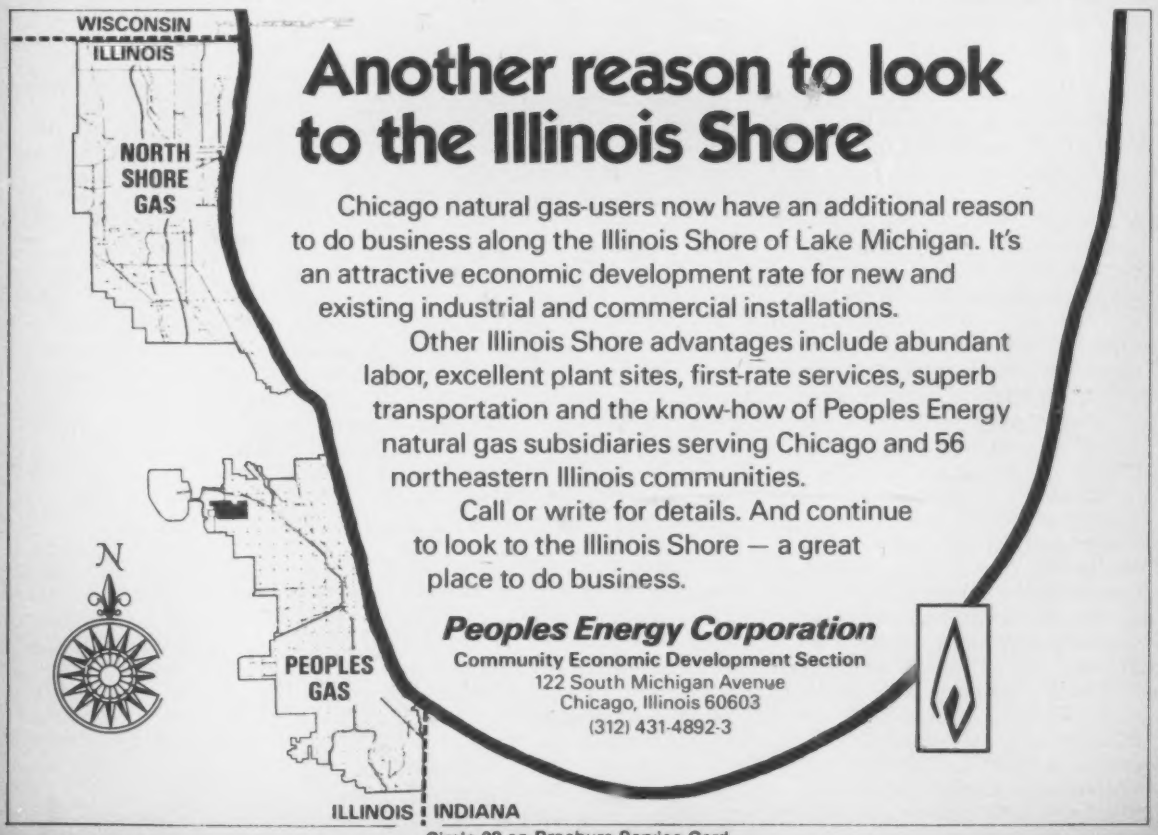
O'Hare Airport in Chicago handles one arriving or departing flight every minute. Its mind-boggling size and flexibility overshadows the fact that Illinois has more than 1,100 other airports, landing areas, and heliports. Every city in the state with a population over 30,000 is served by business jets or commercial flights. Southwestern Illinois profits from its proximity to the Lambert-St. Louis International Airport.

Significant military bases in the state include Chanute AFB, in Rantoul, where crews and technicians for Minuteman and ICBM missile operations are trained, and the Rock Island Arsenal, headquarters of the Army Armament Munitions and Chemical Command.

The Fulton-Carroll Center in Chicago is the nation's largest industrial business incubator. Since its creation in 1981, the center has been home to more than 100 small firms.

Enterprise-zone incentives. Illinois offers specific tax incentives for companies locating in one of the state's 68 enterprise zones. Jay Hedges, director of the state's Department of Commerce and Community Affairs, provided the following lures (some of which have been paraphrased):

The Investment Tax Credit provides a .05% tax credit exclusively to individuals and corporations locating in an enterprise zone. It applies against gross income subject to state income tax and to the depreciable basis of qualified property placed in service within an enterprise zone.



Another reason to look to the Illinois Shore

Chicago natural gas-users now have an additional reason to do business along the Illinois Shore of Lake Michigan. It's an attractive economic development rate for new and existing industrial and commercial installations.

Other Illinois Shore advantages include abundant labor, excellent plant sites, first-rate services, superb transportation and the know-how of Peoples Energy natural gas subsidiaries serving Chicago and 56 northeastern Illinois communities.

Call or write for details. And continue to look to the Illinois Shore — a great place to do business.

Peoples Energy Corporation
Community Economic Development Section
122 South Michigan Avenue
Chicago, Illinois 60603
(312) 431-4892-3

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This is a one-time credit, given in the taxable year in which the property is placed in service.

The Jobs Tax Credit offers an employer a credit against imposed income tax. The credit is $500 per eligible employee hired to work in an enterprise zone during the tax year. The enterprise-zone business must employ five or more certified dislocated workers within a year to obtain credit.

Enterprise-zone companies are granted an abatement of the state's 5% sales tax for a term up to 20 years. This abatement applies to building and construction materials used for remodeling, rehabilitation, or new construction.

All contributions by a company to enterprise-zone charitable organizations will earn a 200% tax deduction, taken from a corporation's income subject to state income tax.

Corporations doing business solely in an Illinois enterprise zone will enjoy a 100% deduction from all taxes on dividends.

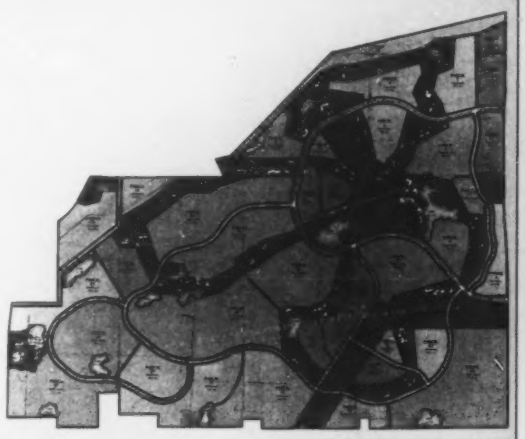
Qualified enterprise-zone corporations will receive a 100% tax deduction on interest earned on loans made by financial institutions.

The Illinois Development Finance Authority has reserved $100 million in tax-exempt bonds for the exclusive use of enterprise-zone businesses. Favorable interest rates are obtained on tax-exempt bonds attributable to the fact that the interest on bonds is exempt from federal and state income tax. Preference is given to projects that create permanent employment for enterprise-zone residents and persons eligible for services under the Federal Job Training Partnership Act (JTPA). Eligible expenses include land and building acquisition, site preparation, machinery, equipment, renovation, restoration, remodeling, new construction, and preliminary expenses.

As Fats Waller said in another context, "It do 'mount up."

A strong labor force. In 1984, according to the Illinois Department of Commerce and Community Affairs, nearly 18,000 companies operated statewide generating a gross output in excess of $44.1 billion, which was 23% of the full gross state product.

Illinois has a labor force of more than five million. One-half of the state's workers are professionals, skilled technicians, craftsmen, or machine operators. Approximately



A rendering of the site plan for Carillon, an active adult community developed by the Cenvill Illinois Corporation.

Cenvill puts down roots in Will County

When the leading developer of retirement homes in Florida decided to expand its operations, its CEO asked his management team some hard questions. For one, Chief Richard Siemens wondered why the company, Cenvill Development Corp., of Boca Raton, was looking outside of the state when it had been so successful in Florida.

The management team showed Siemens that Cenvill had gone about as far as it could in developing retirement enclaves—the largest slice of the Florida market for homes. The company believed that home owners across the U.S., of all ages, wanted affordable, quality housing and that Cenvill could fill a gap that other developers left open.

Siemens was convinced, and the questions finally came down to what to build and where. This led to a serious survey of land and services available in the Midwest. Cenvill then decided on Illinois.

Why Illinois? "The figures from [the state] impressed us," recalls Siemens. "The state has had an excellent employment record and a strong housing market. In Chicagoland, middle-class families seemed to have a particular need for affordable housing just out of the city, but near enough to enjoy all of its amenities."

Once the decision was made, Cenvill Development Corp. formed a subsidiary company, Cenvill Illinois Corp., and began to look for land. The subsidiary received the go-ahead to start a one-billion-dollar, 1,477-acre development with 7,500 units northeast of Plainfield, near Joliet, in Will County. Called Carillon, the site will comprise condominiums that will sell in the range of $65,000 to $80,000, townhouses from $80,000 to $100,000, and detachable one-family homes from $100,000 to $130,000 when completed in 1995. Carillon will also have a central, 150,000-sq.-ft. clubhouse, a 27-hole golf course, 16 tennis courts, and six swimming pools. Bicycle paths will lead to health clubs with exercise rooms and indoor pools. On-site clinics will offer basic medical services. Many of the housing units are adaptable for the handicapped.

Carillon's sales office and initial units are in place, and Siemens feels now more than ever that Will County, Illinois, was the right move for Cenvill. "I've been in the business 33 years, and I have never had such cooperation from a work force," he says. "We're going to make our schedule." The state of Illinois believes that Cenvill's Carillon is more than just another housing development rising from empty fields. The tract area seems certain to become a prototype, to be shown with pride to other out-of-state developers. Cenvill itself is looking at other areas.

"I feel a great deal of respect for the state," concludes Siemens. "We owe a lot to its economic development people. They did everything they could to help us. We're in Illinois to stay."

20% are employed in manufacturing. Productivity in manufacturing per manhour was $37.93 in 1982, above the U.S. average of $34.96.

At the core of the state's success in international finance are the four Chicago exchanges: the Chicago Board of Trade, the Chicago Mercantile Exchange, the Midwest Stock Exchange, and the Chicago Board Options Exchange. The first two are the largest futures exchanges in the world. The Chicago Board Options Exchange is the second-largest one in the nation. These exchanges employ, directly and indirectly, 100,000 people.

Business assistance. Although Illinois is known as a big-business state, 2.7 million of the total labor force of more than five million are employed in small businesses. The state helps in a number of ways.

- The Small-Business Micro Loan Program provides direct financing at interest rates below market level.
- The Build Illinois Small-Business Development Program does the same, in cooperation with private-sector lenders. Funds can be used for the acquisition of land and buildings, purchase of machinery or equipment, working capital, construction, etc.
- The Illinois Small-Business Fixed-Rate Financing Fund provides long-term, fixed-rate financing for companies that create new employment opportunities.
- The Illinois Development Finance Authority Direct Loan fund helps medium-sized manufacturing firms by offering fixed-interest loans for 20% to 30% of the cost of fixed-asset projects.
- The Illinois Business Innovation Fund supports high-technology plants by providing royalty financing. Money from this source may be used for research and development.

Federal labs. The federal government maintains four large laboratories in Illinois. The Argonne National Laboratory is the leading U.S. center for energy research. It also sponsors ARCH, a program dating from 1986 that speeds development of scientific and technical property by private-sector companies.

The Fermi National Accelerator Laboratory has the largest particle accelerator in the world. The lab is a prime candidate for the proposed 20-trillion electron volt colliding beam accelerator, known as the Superconducting Super Collider.

The U.S. Department of Agriculture Northern Regional Research Center comprises more than 135 individual laboratories engaged in plant, food, and biomaterials research.

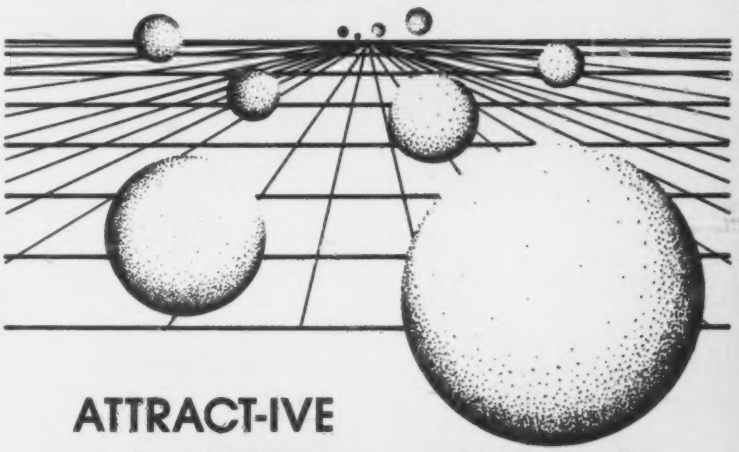
And the U.S. Army Corps of Engineers' Construction Engineering Research Laboratory invites numerous companies to use its systems, ranging from voice-activated inspection systems to computer-aided architectural and engineering design.

Education. A state's educational infrastructure is one clue to its credibility and clout in industry. Illinois, if anything, is overloaded with formidable centers of higher learning.

In the Chicago area, the University of Chicago maintains an exemplary Industrial Affiliates program. Its chemistry department is supported by such firms as the Dow Chemical Co., a liaison that is mutually beneficial. Northwestern University operates the Basic Research Institute and is developing a research park in conjunction with the city of Evanston. The University of Illinois at Chicago sponsors research exceeding $40 million a year. The school's campus at Urbana/Champaign ranks behind only MIT in separately budgeted research expenditures. It is an international showplace for supercomputer expertise. The Illinois Institute of Technology excels in energy development programs, fluid dynamics research, industrial waste elimination research, and medical engineering.

And in the Peoria vicinity, a new program of community technical assistance at Bradley University features hands-on programs that buttress ongoing economic growth. Illinois State University in Normal and Illinois Central College in East Peoria are parties to this new program, which has goals similar to those achieved by the North Carolina Research Triangle.

The state's academic interest in economic development works tidily with its impetus to spawn industrial parks in virtually every community with research or manufacturing potential. "We're hot," says Governor James R. Thompson, "and we're on the leading edge of the next century, which conceptually has already begun in many of our universities and plants." □



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I L L I N O I S

AURORA-ELGIN MSA

MSA Population: 350,000
Counties: Kendall, Kane
Cities over 25,000: Aurora (pop. 90,500), Elgin (pop. 71,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Aurora - 4
Elgin - 6, 23

Major Roads:
Interstate - 90 (Northwest Tollway)
U.S. Highways - 20, 30, 34, 52
State Highways - 5 (East-West Tollway), 38, 64

Airports:
Aurora - Midway, 30 mi. E. of city; O'Hare Int'l, 35 mi. N.E. of city
Elgin - O'Hare Int'l, 25 mi. S.E. of city; Midway, 35 mi. S.E. of city

UTILITIES

Electric:
Sam Badger
Economic Development
Commonwealth Edison Co.
P.O. Box 767
Chicago, IL 60690
(312) 294-3038

Gas:
J. Robert White
Northern Illinois Gas
P.O. Box 1565
Aurora, IL 60507-1565
(312) 983-8888

HIGHER EDUCATION

Aurora College, Aurora

STATE PARK

Silver Springs State Park

BLOOMINGTON-NORMAL MSA

MSA Population: 125,400
County: McLean
Cities over 25,000: Bloomington (pop. 48,000), Normal (pop. 37,000)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Bloomington - 8, 10, 20A
Chatsworth - 2
Chenoa - 2
Normal - 14, 20A

Major Roads:
Interstates - 55, 74
U.S. Highways - 51, 150
State Highway - 9

Airports:
Bloomington - Bloomington-Normal, 3 mi. E. of city
Normal - Bloomington-Normal, 5 mi. S. of city

UTILITIES

Electric:
Richard L. Eggers, Econ. Dev. Spvsr.
Economic Development Department
Illinois Power Company
500 S. 27th Street
Decatur, IL 62525-1805
(800) 798-6888

Gas:
Northern Illinois Gas (see Aurora-Elgin MSA)

HIGHER EDUCATION

Illinois State University
Illinois Wesleyan University

STATE PARK

Moraine View State Park

CHAMPAIGN-URBANA-RANTOUL MSA

MSA Population: 170,900
County: Champaign
Cities over 25,000: Champaign (pop. 60,700), Urbana (pop. 34,100) (Rantoul population is 20,100)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Champaign - 10, 14
Rantoul - 14
Sidney - 20A, 25
Tolono - 20A
Urbana - 10, 14, 20A

Major Roads:
Interstates - 57, 72, 74
U.S. Highways - 45, 136, 150

Airports:
Champaign - Univ. of Illinois Willard, 6 mi. S.W. of city
Rantoul - Univ. of Illinois Willard, 25 mi. S. of city; Midway, 105 mi. N.E. of city; O'Hare, 130 mi. N.E. of city
Urbana - Univ. of Illinois Willard, 9 mi. S.W. of city

UTILITIES

Gas & Electric:
Illinois Power Co. (see Bloomington MSA)

HIGHER EDUCTION

University of Illinois, Urbana
Parkland College
Urbana Community College

STATE PARK

Lake of the Woods State Park

CHICAGO MSA

MSA Population: 6,166,300
Counties: Cook, DuPage, McHenry
Cities over 25,000: Arlington Heights (pop. 69,100), Berwyn (pop. 45,500), Chicago (pop. 3,020,300), Chicago Heights (pop 35,500), Cicero (pop. 61,100), Des Plaines (pop. 57,100), Downers Grove (pop. 44,400), Elmhurst (pop. 45,500), Evanston (pop. 71,800), Mount Prospect (pop 53,400), Naperville (pop. 57,600), Oak Lawn (pop. 58,200), Oak Park (pop. 54,900), Schaumburg (pop. 57,700), Skokie (pop. 59,600), Wheaton (pop. 51,000)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Arlington Heights - 6
Berwyn - 4, 7
Chicago - 2, 3, 6, 7, 9, 10, 11, 13, 14, 15, 16, 20A, 23, 25, 26
Chicago Heights - 10, 11, 12, 23, 25
Cicero - 3, 4
Des Plaines - 6, 23, 26
Downer's Grove - 4
Elmhurst - 6, 7
Mount Prospect - 6
Naperville - 4
Oak Lawn - 11, 20A
Oak Park - 6
Schaumburg - 23
Skokie - 6
Wheaton - 6

Major Roads:
Interstates - 55, 57, 80, 90, 94 190, 290, 294

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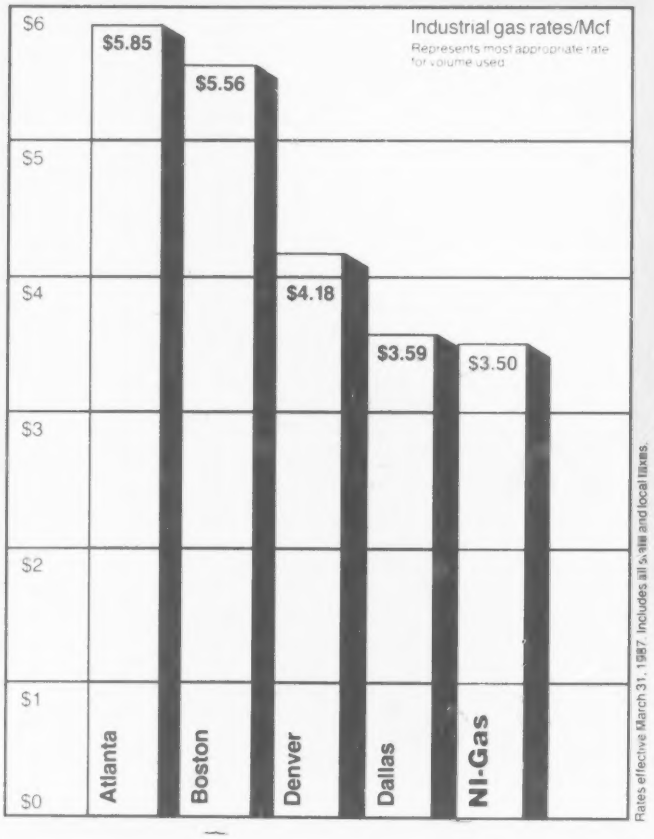

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NORTHERN ILLINOIS GAS

U.S. Highways - 6, 12, 14, 20, 30, 41, 45, 52
State Highways - 1, 5, 7, 19, 21, 31, 38, 43, 47, 50, 53, 56, 58, 59, 62, 64, 68, 72, 83, 120, 171, 176, 394

Airports:
Arlington Heights - O'Hare, 12 mi. S.E. of city; Midway, 30 mi. S.E. of city
Berwyn - Midway, 6 mi. S.E. of city, O'Hare, 15 mi. N.W. of city
Chicago - Midway, 11 mi. S.W. of city; O'Hare, 18 mi. N.E. of city
Cicero - Midway, 4 mi. S. of city; O'Hare, 17 mi. N.W. of city
Des Plaines - O'Hare, 4 mi. S. of city; Midway, 22 mi. S.E. of city
Downer's Grove - Midway, 15 mi. E. of city; O'Hare, 19 mi. N.E. of city
Elmhurst - O'Hare, 10 mi. N.E. of city; Midway, 15 mi. S.E. of city
Evanston - O'Hare, 14 mi. S.W. of city; Midway, 19 mi. S.W. of city
Mount Prospect - O'Hare, 8 mi. S.E. of city; Midway, 28 mi. S.E. of city
Naperville - O'Hare, 28 mi. N.E. of city; Midway, 24 mi. E. of city
Oak Lawn - Midway, 6 mi. N. of city; O'Hare, 23 mi. N.W. of city
Oak Park - Midway, 9 mi. S. of city; O'Hare, 10 mi. N.W. of city
Schaumburg - O'Hare, 15 mi. S.E. of city; Midway, 30 mi. S.E. of city
Skokie - O'Hare, 14 mi. S.W. of city; Midway, 17 mi. S. of city
Wheaton - O'Hare, 20 mi. N.E. of city; Midway, 24 mi. S.E. of city

UTILITIES

Electric:
Commonwealth Edison (see Aurora-Elgin MSA)

Gas:
Edward T. Koska, Adv. Mgr.
Peoples Energy Corporation
122 S. Michigan Avenue
Chicago, IL 60603
(312) 431-4860

HIGHER EDUCATION

Chicago:
Chicago Academy of Sciences
Chicago State University
Chicago Technical College
Columbia College
DePaul University
DeVry Institute of Technology
Illinois College of Podiatric Med.
Kent College of Law
Loyola University
Marshall Law School
Moody Bible Institute
Mundelein College
Northeastern Illinois University
North Park College
Roosevelt University
Spertus College of Judaica
University of Chicago
University of Illinois at Chicago
Other:
College of DuPage, Glen Ellyn
Concordia Teachers College, River Forest
Elmhurst College, Elmhurst
National College of Education, Wilmette
Northwestern University, Evanston
Rosary College, River Forest
St. Xavier College, Evergreen Park
Trinity Christian College, Palos Heights

STATE PARKS

Buffalo Park Ski Area
Calumet Park Beach
49th Street Beach
Moraine Hills State Park
Rainbow Beach
31st Street Beach

DAVENPORT-ROCK ISLAND-MOLINE MSA

MSA Population: 386,000
Counties: Henry, Rock Island (Scott, Iowa)
Cities: Moline (pop. 45,600), Rock Island (pop. 45,100)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Moline - 4, 16, 23
Rock Island - 4, 11, 16, 23

Major Roads:
Interstates - 74, 80, 280
U.S. Highways - 6, 61, 67
State Highways - 2, 5, 22, 84, 92, 130

Airports:
Moline - Quad City, 4 mi. S. of city
Rock Island - Quad City, 8 mi. S.E. of city

UTILITIES

Electric & Gas:
John Wetzel, Area Dev. Dir.
Iowa-Illinois Gas & Electric Co.
319 18th Street
Rock Island Quad Cities, IL 61201
(319) 326-7135

HIGHER EDUCATION

Augustarra College, Rock Island
Marycrest College, Davenport, Iowa

STATE PARKS

Black Hawk State Park
Johnston Sauk Trail State Park

DECATUR MSA

MSA Population: 128,000
County: Macon
City over 25,000: Decatur (pop. 91,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Decatur - 11, 14, 15, 20A
Maroa - 14, 20A

Major Roads:
Interstate - 72
U.S. Highways - 36, 51
State Highways - 48, 121

Airport:
Decatur - Decatur Municipal Airport, 4 mi. E. of city

UTILITIES

Gas & Electric:
Illinois Power Co. (see Bloomington MSA)

HIGHER EDUCATION

Millikin University

STATE PARKS

Spitler Woods State Park
Lincoln Trail Homestead State Park

JOLIET MSA

MSA Population: 381,000
Counties: Grundy, Will
City over 25,000: Joliet (pop. 78,600)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Brisbane - 12, 20A
Goose Lake - 12
Joliet - 2, 6, 11, 12, 14
Morris - 11

Major Roads:
Interstates - 55, 80
U.S. Highways - 6, 30, 52
State Highways - 53, 59

Airports:
Joliet - Midway, 34 mi. N.E.; O'Hare, 38 mi. N.E.

UTILITIES

Electric:
Northern Illinois Gas Co. (See Aurora-Elgin MSA)

Gas:
Commonwealth Edison (see Aurora-Elgin MSA)

HIGHER EDUCATION

Governors State University, University Park
Lewis College, Romeoville

STATE PARKS

Des Plaines Conservatory Area
Gebhard Woods State Park
Goose Lake Prairie State Park
Illinois & Michigan Central State Park
William G. Stratton State Park

KANKAKEE MSA

MSA Population: 102,900
County: Kankakee
City over 25,000: Kankakee (pop. 29,100)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Kankakee - 14, 17
Momence - 10, 11, 23, 25
Reddick - 20A

Major Roads:
Interstate - 57
U.S. Highways - 45, 52
State Highway - 17

Airports:
Kankakee - Midway, 46 mi. N.E. of city; O'Hare, 60 mi. N. of city

UTILITIES

Electric:
Commonwealth Edison (see Aurora MSA)

Gas:
Northern Illinois Gas (see Aurora MSA)

HIGHER EDUCATION

Olivet Nazarene College

STATE PARK

Kankakee River State Park

LAKE COUNTY MSA

MSA Population: 478,200
County: Lake
Cities over 25,000: Highland Park (pop. 30,611), North Chicago (pop. 41,100), Waukegan (pop. 72,700)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Barrington - 6, 12
North Chicago - 6, 11, 12
Rondout - 12, 23
Waukegan - 6, 12

Major Roads:
Interstate - 94 (Tri-State Tollway)
U.S. Highways - 12, 41, 45
State Highways - 21, 131, 173

Airports:
North Chicago - O'Hare, 34 mi. S. of city; Midway, 47 mi. S. of city

UTILITES

Electric:
Commonwealth Edison (see Aurora MSA)

Gas:
North Shore Gas Co. (see People's Energy Corp., Chicago MSA)

HIGHER EDUCATION

Great Lakes Naval Training Center, Fort Sheridan

STATE PARKS

Holiday Park Ski Area
Illinois Beach State Park
O'Lakes State Park

PEORIA MSA

MSA Population: 362,600
Counties: Peoria, Tazewell, Woodford
Cities over 25,000: Peoria (pop. 118,800), Pekin (pop. 33,300)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Chillicothe - 2, 4
East Peoria - 2, 6, 20A, 21
Hollis - 2, 6, 21
Iowa Junction - 2, 6
Pekin - 5, 10, 14
Peoria - 2, 4, 5, 6, 10, 14, 18, 20A
Princeville - 2

Major Roads:
Interstates - 74, 474
U.S. Highways - 24, 51, 150
State Highways - 29, 88, 116, 121

Airports:
Peoria - Greater Peoria, 5 mi. W. of city
Pekin - Greater Peoria, 11 mi. N. of city

UTILITIES

Electric & Gas:
Stan Ogden
Central Illinois Light Co.
300 Liberty Street
Peoria, IL 61602
(309) 672-5015

HIGHER EDUCATION

Eureka College, Eureka
Bradley University, Peoria

STATE PARKS

Spring Lake Conservatory Area
Jubilee College State Park
Woodford County Conservatory Area

ROCKFORD MSA

MSA Population: 284,000
Counties: Boone, Winnebago
City over 25,000: Rockford (pop. 138,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Rockford - 4, 6, 7, 23

Major Roads:
Interstate - 90
U.S. Highways - 20, 51
State Highways - 20, 75, 173, 251

Airport:
Rockford - Greater Rockford, 5 mi. S. of city

UTILITIES

Electric:
Commonwealth Edison (see Aurora MSA)

Gas:
Northern Illinois Gas Co. (see Aurora MSA)

HIGHER EDUCATION

Rock Valley College
Rockford College

STATE PARK

Rock Cut State Park

ST. LOUIS MO/IL MSA

MSA Population: 2,451,200
Counties: Clinton, Jersey, Madison, Monroe, St. Clair
Cities over 25,000: Alton (pop. 33,200) Belleville (pop. 42,200), East St. Louis (pop. 50,900), Granite City (pop. 35,900)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Cahokia - 1
Caseyville - 11
East St. Louis - 1, 4, 6, 10, 11, 14, 19, 20, 20A, 22, 24, 25
Glen Carbon - 6, 20A
Granite City - 1, 6, 10, 11, 14, 20A, 22, 24, 25
Madison - 1, 4, 6, 10, 11, 20A, 24, 25
Mitchell - 1, 10, 14, 20A, 25
Worden - 6, 20A

Major Roads:
Interstates - 44, 55, 64, 70, 255
U.S. Highways - 40, 50, 61, 67
State Highways - 3, 15, 115, 140, 143, 177, 180, 367

I L L I N O I S

The 1.63-million-sq.-ft. McCormick Place is the largest convention center in the country, drawing in 2.7-million visitors a year.

Airports:
Alton - Lambert-St. Louis Int'l, 18 mi. S.W. of city
Belleville - Lambert-St. Louis Int'l, 29 mi. N.W. of city
East St. Louis - Lambert-St. Louis Int'l, 18 mi. N.W. of city
Granite City - Lambert-St. Louis Int'l, 18 mi. N.W. of city

UTILITIES

Alton & East St. Louis Electric & Gas:
Richard Stevens, Econ. Dev. Dept.
Union Electric Co.
1901 Gratiot Street
St. Louis, MO 63166
(314) 241-1318

Belleville & Granite City Elec. & Gas:
Illinois Power Co. (see Bloomington MSA)

HIGHER EDUCATION

McKendree College, O'Fallon
Principia College, Elsah
St. Louis University Parks College of Aerospace Technology, Cahokia
Southern Illinois University, Edwardsville

STATE PARKS

Eldon Hazlet State Park
Fort de Chartres State Park
Lewis & Clark State Park
Pere Marquette State Park
South Shore State Park

SPRINGFIELD MSA

MSA Population: 195,900
Counties: Menard, Sangamon
City over 25,000: Springfield (pop. 104,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Springfield - 5, 11, 14, 20A, 21

Major Roads:
Interstate - 55, 72
U.S. Highway - 36
State Highways - 4, 29, 54, 97, 104

Airport:
Springfield - Capitol Airport, 3 mi. N.W. of city

UTILITIES

Electric:
Springfield Water, Lt. & Pwr. Dept.
201 Municipal Building
Springfield, IL 62757

Gas:
Central Illinois Light Co. (see Peoria MSA)

HIGHER EDUCATION

Sangamon State University

STATE PARK

Lincoln's New Salem State Park

RAILROAD INDEX

1. Alton & Southern Railway Co.
K.A. Moore, VP & Gen. Mgr.
1000 S. 22nd Street
East St. Louis, IL 62207
(618) 482-3239
(800) 851-3041

2. Atichison, Topeka, & Santa Fe Railway Co.
John Powers, Reg. Mgr., Bus. Dev.
4100 S. Kedzie Ave.
Chicago, IL 60632
(312) 890-4174

3. Belt Railway of Chicago
R. E. Dowdy, Pres. & Gen. Mgr.
6900 S. Central Ave.
Chicago, IL 60638
(312) 496-4000

4. Burlington Northern Railroad Co.
Joe M. Arrington, Gen. Mgr.
1230 E. Diehl Rd.
Naperville, IL 60566-1080
(312) 983-3000

5. Chicago & Illinois Midland Railway
W. G. Harvey, EVP & Gen. Mgr.
1500 North Grand Ave.
P. O. Box 139
Springfield, IL 62705
(217) 788-8610

6. Chicago & North Western Trans. Co.
Robert W. Mickey
VP, R.E. & Ind. Dev.
One North Western Ctr.
Chicago, IL 60606
(312) 559-6175

7. Chicago, Central & Pacific Rail. Co.
W. K. Gartner
R.E. & Ind. Dev. Mgr.
501 Sycamore St.
P. O. Box 1800
Waterloo, IA 50703
(319) 236-9200

8. Chicago, Missouri & Western Rail.
M. L. Brown, Ind. Dev. Mgr.
333 Salem Place, Suite 150
Fairview Heights, IL 62208
(800) 223-8755 (in IL)
(800) 443-3130 (outside IL)

I L L I N O I S

Wrigley Field, home of the Chicago Cubs.

9. Chicago South Shore & South Bend Railroad
J. E. Alexander, VP, Mktg.
North Carroll Avenue
Michigan City, IN 46360
(219) 874-4221

10. Consolidated Rail Corp.
James H. Brunnworth
Area Mgr., Econ. Dev.
Rm. 2050 S., 300 S. Riverside Plz.
Chicago, IL 60606
(312) 454-3804

11. CSX Transportation
James M. White, AVP, Ind. Dev.
100 N. Charles St., 17th Floor
Baltimore, MD 21202
(301) 237-3757

12. Elgin, Joliet & Eastern Rail. Co.
G. H. Rodeghiero, Ind. Dev. Mgr.
P. O. Box 88[illegible]
Joliet, IL 60434
(815) 740-6641

13. Grand Trunk Western Railroad Co.
C. J. Tucker, Ind. Dev. Mgr.
1333 Brewery Park Blvd.
Detroit, MI 48207-2699
(313) 237-4000

14. Illinois Central Gulf Railroad Co.
G. A. McArdle
AVP, R.E. & Ind. Dev.
233 N. Michigan Ave., 27th Floor
Chicago, IL 60601
(312) 819-7500

15. Indiana Harbor Belt Railroad Co.
W. F. Krupinski, R.E. Mgr.
Union Station
Chicago, IL 60606
(312) 454-3870

16. Iowa Interstate Railroad Ltd.
Dennis E. Shaffer, Mktg. VP
818 Church Street
Evanston, IL 60201
(312) 869-3475

17. Kankakee, Beaverville & Southern Railroad Co.
F.R. Orr, Pres. & Chairman
P. O. Box 136
Beaverville, IL 60912
(815) 486-7260

18. Keokuk Junction Railway
John J. Warfield, Pres.
117 South Water St.
Keokuk, IA 52632

19. Manufacturers Railway Co.
R. W. Chapman, Pres.
2850 S. Broadway
St. Louis, MO 63118
(314) 577-1700

20. Missouri-Kansas-Texas Railroad Co.
Harold O. Brandt
R.E. & Ind. Dev. VP
701 Commerce St.
Dallas, TX 75202
(214) 651-6756

20A. Norfolk Southern Corp.
J. L. Pinson, Dir., Ind. Dev.
125 Spring St., S.W.
Atlanta, GA 30303
(404) 529-1591

21. Peoria & Pekin Union Railway Co.
C. E. Hellums, Pres. & Gen. Mgr.
101 Wesley Road
Creve Coeur, IL 61611
(309) 694-8600

22. St. Louis Southwestern Railway
C. F. Penner, Ind. Dev. VP
One Market Plaza
San Francisco, CA 94105
(415) 541-1000

23. Soo Line Railroad Co.
John P. Nail, R.E. Mktg. Dir.
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Minneapolis, MN 55440
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24. Terminal Railway Assn. of St. Louis
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25. Union Pacific Railroad Co.
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26. Wisconsin Central Ltd.
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Indiana's Government Achieves Economic Growth

Indiana has combined its prime location, an outstanding transportation system, and a productive work force, with an array of programs by state and local governments to produce a pro-business environment that enables new and existing companies to prosper in a robust state economy.

To capitalize on the state's resources, Gov. Robert D. Orr and Lt. Gov. John Mutz are leading an economic development effort in which Indiana extends a helping hand to commerce and industry. Since the early 1980s, the state has increased its budget for economic development by 500%, and the state's legislature has approved 80 programs to help new and existing companies with worker training, tax abatement, loan guarantees, investments in infrastructure, and other programs that provide grants and loans to assist private industry.

According to recent surveys by the Grant Thornton Business Climate Study, Indiana has the lowest state and local taxes in the Great Lakes region. Also among the lowest in the region are per-capita welfare spending, unemployment insurance benefits, maximum workmen's compensation rates, and the percentage of increases in wages and energy costs.

David Borst, director of industrial development for the state Department of Commerce, says, "Indiana is very attractive because of our prime location in relation to major U.S. markets. A second source of appeal is our transportation system. We have interstate highways crisscrossing our state, and we have ports on Lake Michigan and the Ohio River. Indianapolis's airport is growing all the time and so are the airports in Fort Wayne and Evansville. As for rail service, Indiana has more rail lines going through it than any other state."

The work ethic also offers major appeal. "Because of our rural background, our rural history, people in Indiana are willing to give a full day's work for a full day's pay. We have many companies who have plants here in Indiana and who have plants on the East and West coasts. They tell us the work force they have here in Indiana is much better than in the other states. Our work force is willing to work hard and the wages in our state are pretty reasonable," explains Borst.

Since 1983, manufacturing employment in Indiana has increased by 40,000 jobs, to 616,000. This is a percentage increase of 6.8%, compared with just 4.5% for the Great Lakes region as a whole, says Borst. State unemployment is 4.8%, the lowest in the Midwest. Since 1981, $9 billion has been invested in manufacturing.

Speaking of the most heavily used state assistance programs Indiana offers, Borst says, "The area in which we provide most assistance is the training of workers under the Training for Profit Program. We look at these training programs as an investment in Indiana. We feel that one of the responsibilities of state government is to provide as many employment opportunities as possible for our citizens. To do that we have to be sure workers have the necessary skills to be an asset for a company." The pro-

gram provides direct training support to companies in the form of grants.

A second training program is the Basic Industry Retraining Program. When a company adopts new technology, the state will help pay the cost of raising worker skills by awarding grants.

"Another major area where we help companies is in grants and loans for infrastructure," says Borst. "Often, a new company needs a sewer or water line extended to a new site, or access roads, rail spurs, or water towers. We, in conjunction with local governments, will pay for those improvements—in many cases we will pay for all of them. Under the Industrial Development Infrastructure Program the state contributes 75% of the project cost and the local government puts in 25%.

"The next major program we use is called the Investment Incentive Program," Borst explains. "The purpose of this program is to provide low-interest loans to industry for the purchase of machinery and equipment. This, too, is a 75%/25% program between state and local government. We grant the money to the local government, which will loan the money to the company at an interest rate that is usually about half of the prime rate."

State government has also adopted enabling legislation allowing local government to offer tax abatement incentives. "There is a 10-year abatement available for the construction of facilities, for real property. For equipment and machinery there is a five-year abatement available," says Borst. Both programs offer tax savings on a sliding scale, with 100% abatement the first year.

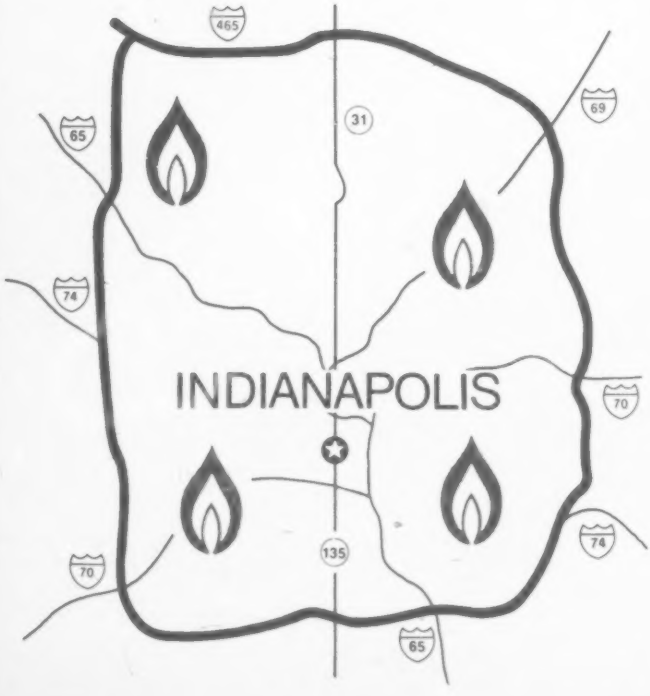
Success through networking

"Ten years ago there were no more than 10 or 15 communities in Indiana that had active economic development organizations. Now it is well into the hundreds, and that is the result of the state working with local governments. Economic development has come to the forefront as a result of the Midwest being hit hard by tough economic times in the late 70s and early 80s. We have also gotten private industry actively involved. Utilities and railroads frequently are a major resource for us in terms of gathering site information and working with us when new companies come into the state," says Borst.

At Northern Indiana Public Service (NIPSCO), Ed Bowles, director of economic development, says, "We have been able to demonstrate to our existing customers that we can be a very, very good supplier to them and that we can help them be profitable enough to be international competitors by staying right where they are."

Bowles says, "I think that one of the most positive developments for us is that the major steel companies have decided that northern Indiana is the place where they are going to put their flagship installations." He cites the example of USX's decision to close some of their facilities on the East and West coasts and invest millions of dollars to install state-of-the-art technology in its Gary, Indiana, plant. Similar decisions have been made by companies like Inland Steel, LTV, and Amoco.

"We are an urban-based utility serving the northern third of Indiana, which has 30 counties, 12,000 sq. miles, and a population of 1.28 million. Sixty percent of our revenues come from 16 customers—the



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major steel companies and oil refineries and one major auto plant. With those kinds of customers our system has to be ultra reliable. It's not like a rural system where you can afford an outage from time to time. When you are pouring steel you can't afford even a one-second outage," says Bowles.

NIPSCO's rates are comparable to major metropolitan areas but are the highest in the state. "We are able to serve the steel companies for about three to four cents per kilowatt hour, but our average cost is probably closer to 6 to 6.8 cents. We are comparable to Chicago, Detroit, and Louisville but much lower than oil-fired companies on both coasts," says Bowles.

"We have based our economic development efforts, to a large degree, on our unique location here in the Midwest. We also have a tremendously well-developed infrastructure—most of our communities are already piped for gas and wired for electricity so we can provide service rapidly," Bowles explains. "We also have an excellent transportation system. In order to come around the southern end of Lake Michigan, you've got to come through our service territory, unless you want to ship by barge. The highway system across northern Indiana is well developed. We probably move the equivalent volume of truck traffic as the expressways in the Los Angeles area. Everything that leaves Chicago and goes east by truck is compacted into a five-mile radius south of Lake Michigan."

At the Wabash Valley Power Association Inc., Steve Hilton, manager for economic development, explains that the utility serves 24 rural electric companies in the northern part of the state. The major companies in their market area include Magnavox, United Van Lines, Essex Wire, Nucor Steel, and several Purdue plants. The typical cost per kilowatt hour is four to six cents, with the lowest rate reserved for the highest volume customers.

The power association has its own active program of economic development, which consists of direct mail, trade shows, and visiting company executives outside the state who may be candidates for relocation. The utility gears its efforts toward attracting a diverse group of industries. Hilton says the utility's service area provides attractive opportunities for agricultural and food-processing companies, warehouse and distribution companies, automotive parts suppliers, medical suppliers and medical equipment manufacturers, and electronics manufacturers.

In cooperation with local governments, the power association is compiling site feasibility studies for industrial parks and other projects throughout their service area.

Regional strengths

Local governments throughout Indiana, in partnership with the state and existing private industry, are embarked on their own active economic development programs designed to match likely industries with their own resources.

Evansville. Evansville, in the southwest corner of the state, is a city of 136,000 with 310,000 in the Greater Evansville metropolitan area. The city is already home to major companies like Whirlpool, General Electric, Bristol Meyers, and Alcoa, but local economic development efforts are geared toward attracting more manufacturing companies to the area to create more jobs.

Pat Vercauteren, director of the Greater Evansville Chamber of Commerce, says, "We are a city in our own right, with all the services local businesses need. But larger, nearby cities like St. Louis, Indianapolis, Louisville, and Nashville can provide an additional level of services if needed, with skills like tool and die making and mold making for plastics. For computer services, there is an IBM regional headquarters."

In addition to having literally hundreds of acres of land available along the Ohio River and I-64, with sewer, water, gas, electric, and in many cases, rail service available, the Evansville area can offer a large work force.

"There are some areas in other parts of the state that are running out of workers. They have unemployment of just 1% or 2%. We don't expect our unemployment rate to get much below 6%," says Vercauteren. He tells of one recent situation in which 5,000 people applied for just 500 jobs. "These people want work," he explains.

The chamber's main thrust in economic development is directed toward domestic and foreign manufacturing firms who can benefit from the area's access to major markets and a strong system of road, rail, river, and air services. However, Vercauteren says Evansville is also well suited for regional and branch offices of major corporations and retail organizations.

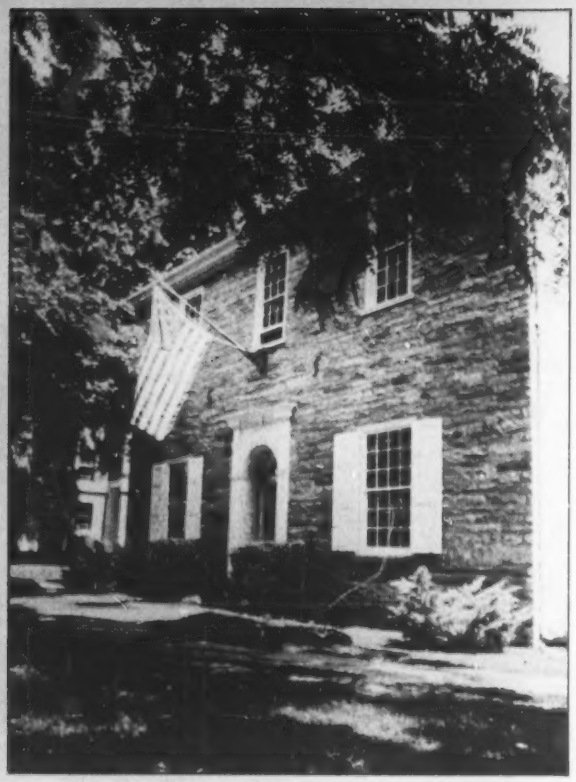
Evansville has created a non-profit corporation called the Evansville Industrial Foundation, which helps coordinate development in the area. The foundation owns much of the industrial and commercial property that is available and not only sells property, but also develops and constructs industrial parks and other properties, sometimes on a speculative basis. Typical prices for property are $15,000 to $16,000 per acre, says Vercauteren.

Fort Wayne. The City of Fort Wayne, in the northeast corner of the state, has a population of 175,000; there are a total of 300,000 people in Allen County. Craig Reed, project manager for business and industrial development of the Greater Fort Wayne Chamber of Commerce, says the region is actively seeking additional high-tech companies like the ones it has already attracted. Cadillac Coffee, which roasts, packages, and ships coffee, recently left Detroit, where it had been based for 100 years. It joined other high-tech companies in Fort Wayne like GE's aerospace division, an ITT radio manufacturing plant, and a Magnavox plant that manufactures sonar buoys for the U.S. government.

"Beyond that emphasis on high-tech, our economy has been largely based on the automotive industry. We have a lot of auto suppliers here, but we are doing everything we can to diversify. We want to get our fair share of the service industry—specialists in data processing, telemarketing, and national and regional headquarters for major corporations," says Reed.

In distribution, the chamber is highlighting the area's road and rail resources, as well as the local airport. Allen County already has 26 industrial parks, with parcels as small as five acres and as large as 425 acres. There are also dozens of vacant buildings ranging in size from 1,000 sq. ft. to 650,000 sq. ft. that are now being leased or sold at a rapid rate to companies not wishing to build.

Fort Wayne is one of three communities in the state to benefit from creation of a public corporation



The first state capitol of Indiana, located in Coryoon.

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called the Corporation of Science and Technology, a partnership between the public and private sector to provide capital for emerging technologies. Local advances in electronics and chemistry have already been given support by the corporation.

To fully exploit the opportunity afforded the community by this pilot program, Reed says the chamber is compiling a list of technological needs of companies already in the area, in an attempt to match research with those needs.

This high-tech direction being taken by local economic development efforts is consistent with the abilities of the local work force, which Reed describes as being "pretty sophisticated." And Fort Wayne has the training providers to maintain that high standard, with Indiana University, Purdue's regional campus, the Indiana Institute of Technology, St. Francis College, and Tri-State University all within easy reach.

Muncie. Muncie, in the east central part of the state, just outside Indianapolis, is a manufacturing community of about 80,000. It is situated in Delaware County, which has 128,000 people. Rob O'Brian, vice president of regional development for the Muncie/Delaware County Chamber of Commerce, says the region has a strong record of experience in the automotive industry. There are no assembly plants in the area, but it has major suppliers like Delco Battery, Hydromatic Manual Transmission Co., and Borg Warner, the area's largest employer. The region also has tool and die shops, stamping and machining specialists, custom-machine builders, forging, and injection and rubber molding. It has also attracted food and pharmaceutical companies.

"This is a good area for regional distribution, an area we are starting to see build up since the recession," says O'Brian. The availability of I-69 and four-lane access to I-70, in addition to rail service by Norfolk & Southern, Chessie, and Conrail, makes Muncie and Delaware County a hub area for companies who rely on easy access to distant markets.

During the past three years, 12 new manufacturing firms have moved to the area, and 15 existing companies have worked with the chamber and other development organizations on expansion projects. "We have a good labor force and good transportation with good sites. And with resources like the University of Indiana Technical College here, we have the ability to customize training to meet the needs of new companies," says O'Brian.

Currently, the chamber is concentrating on diversifying the local economy and is working to attract a broad range of new companies. They include companies specializing in metal fabrication, electrical communication equipment, aerospace, pharmaceuticals, publishing, data processing, warehousing, and distribution.

Bremen. Bremen, a town of 4,000 people just outside South Bend, has succeeded in attracting 50 different manufacturers since the turn of the century. Today, it means there are more people employed in the town than its total population.

Tony Lucenko, executive director of Bremen's economic development, says the community recently welcomed its newest arrival, the Nishikawa Standard Co., a Japanese manufacturer of weather stripping for automakers like Mazda, Ford, and Honda. The company is expected to generate another 350 jobs.

Nucor Steel picks Indiana

Nucor Steel, a billion-dollar company with 23 plants located around the country in states like Arizona, Utah, Texas, South Carolina, and North Carolina, uses cutting-edge technology to manufacture steel and steel products. When the company went looking for a site for its new $250-million plant in the Midwest, it was courted by Illinois, Kentucky, Ohio, Michigan, and Indiana.

Keith Busse, Nucor's vice-president and general manager of the new plant, explains the company considered several key factors before deciding on Crawfordsville, Indiana. Key factors included a reliable and affordable power source, access to rail lines, a good labor climate, the best building site for its 1-million-sq.-ft. plant, and a tax break. Other states were able to offer some of what the company required, but Busse says, "What broke the tie was the state government in Indiana. They seemed more interested in our problems and our future. They seemed to be genuinely interested."

By negotiating in advance with the local utility and rail lines, Nucor was able to achieve substantial savings in the enormous blocks of energy it uses in steel production and was able to reduce its high transportation costs for shipping in scrap and shipping out steel. Negotiation also produced an agreement that the state would bear the cost of new road construction to the nearby interstate and that drainage work on the site would also be paid for by the state. A strong local labor market and a good building site cinched the deal.

Busse says the state has granted tax abatement to Nucor for 10 years on its buildings and five years for equipment. And, since Crawfordsville lacked experienced steel workers, the state also approved $1.5-million for training. The company's newest plant is expected to begin operating in May 1989.

Nucor, the eighth-largest steel producer in the country, is using the latest technology to keep its capital investment and operating costs at just a fraction of what major steel companies would have to spend to open a new plant. Using an arc furnace and a smaller steel caster, the company is able to do continuous casting using less of the expensive equipment normally necessary. This approach also eliminates the costly "roughing" process that thins steel down from 4-inch-thick slabs to less than 2 inches, making it easier to work with.

The company likes the Indiana location because of its proximity to the millions of tons of scrap that is created in the region by the major steel companies. Approximately 50 million tons of steel are produced annually and more than half of it is consumed by manufacturers in the Midwest region, so that is also where the scrap accumulates.

Busse says new, smaller mills like Nucor's have reduced the need for capital investment from well over a billion dollars down to around $250 million. Although the plant will generate only 1 million tons of the 50 million that are produced annually by the major steel mills, the lower cost of startup may soon lead to 10 or 15 such high-tech mills that could account for a sizeable percentage of total, national production.

The future of the steel industry has arrived, says Busse, and it's in Crawfordsville, Indiana.

Lucenko credits the town's talent for attracting new companies to its ability to respond quickly to a company's needs and to always keep the lines of communication open. "Bremen is very progressive, and we respond quickly to proposals from outside companies," he says. The town has learned to concentrate on its greatest appeal, as a manufacturing center. Companies doing business in Bremen include those producing wheel bearings, electrical wire, castings, and steel light poles.

Bremen has also managed to put attractive state programs to good use. In the case of Nishikawa, for example, the company was awarded a $350,000 grant. Other factors, like the work ethic of its people and the ability of local officials to present specific details on available sites, utility costs, and other critical expenses, cinched the deal.

Easy livin'

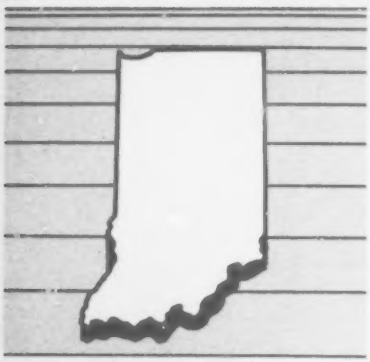
"The quality of life here in Indiana is just excellent; there are just so many things to do," says Borst. "If you look at the southern part of the state, it is pretty much forest, whereas fields of corn replace those forests in the northern part of the state. We have the dunes up on Lake Michigan, which are incredible. And we have boating on the Ohio River, as well as a lot of lakes. Indianapolis has become a major entertainment hub. We have a world-class zoo here in Indianapolis and an old railroad station—Union Station—has been renovated and now has nightclubs, restaurants, and shops. The city is the amateur sports capital of the United States. We hold numerous Olympic trials and other sporting events here."

Education continues to be one of the major concerns of the present administration. "Gov. Orr and Lt. Gov. Mutz have isolated two items as their top priorities: the first is education, the second is economic development," says Borst. "During the last legislative session the house and senate passed the most comprehensive education package in the history of the state. The effects of that legislation are already being shown. Student test scores are already improving, within just one year's time. And as for higher education, we've got a large system of public schools here in Indiana. Indiana University and Purdue are the leaders in public education. They also have a campus here in Indianapolis called IUPUI—Indiana University Purdue University at Indianapolis. It is the third-largest campus in the state, with about 20,000 students," Borst points out.

"We also have a good system of private schools in our state. Obviously, Notre Dame is here and so is DePauw. We also have a very advanced system of vocational education. We have a system called Ivy Tech that has 18 different locations around the state and that is state supported," says Borst.

"A good state-wide average for the cost of a single family home is $65,000. If an upper-management person with a $250,000 home in Michigan is asked to move to Indiana, they are amazed at what they can buy. Right from the start they are pleased by the prospect of moving into a nice, big house and maybe pocketing some of the savings," says Borst.

I N D I A N A



ANDERSON MSA

MSA Population: 132,000
County: Madison
City over 25,000: Anderson (pop. 60,800)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Anderson - 4
Marion - 4, 5, 11

Major Roads:
Interstate - 69
U.S. Highway - 36
State Highways - 38, 109/9, 37, 32, 232

Airports:
Anderson - Delaware County Airport - Johnson Field, 20 mi. N.E. of city

UTILITIES

Electric:
Anderson Municipal Light & Power
550 Baxter Road
Anderson, IN 46011

Robert Adams, Executive Assistant
Indiana & Michigan Electric Co.
One Summit Square, Box 60
Fort Wayne, IN 46801
(219) 425-2153

Gas:
Richard G. Krumwied, Dir., Ind. Mktg.
Indiana Gas Co., Inc.
1630 N. Meridian St.
Indianapolis, IN 46202
(317) 926-3351

HIGHER EDUCATION

Anderson College, Anderson

STATE PARK

Mounds State Park

BLOOMINGTON MSA

MSA Population: 101,200
County: Monroe
City over 25,000: Bloomington (pop. 52,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Bloomington - 7

Major Roads:
State Highways - 37, 45, 46

Airport:
Bloomington - Monroe County Airport, 5 mi. S.W. of city

UTILITIES

Electric:
Public Service Co. of Indiana, Inc.
1000 East Main Street
Plainfield, IN 46168

Gas:
Indiana Gas Co. (see Anderson MSA)

HIGHER EDUCATION

Indiana University, Bloomington

STATE PARKS

Morgan Monroe State Park
Paynetown State Rec. Area
Fairfax State Rec. Area

ELKHART-GOSHEN MSA

MSA Population: 146,800
County: Elkhart
City over 25,000: Elkhart (pop. 44,600)
(Goshen population is 21,000)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Elkhart - 4, 7

Major Roads:
Interstates - 80/90 (Indiana East-West Toll Road)
U.S. Highways - 20, 33
State Highways - 4, 15, 19, 119, 120

Airport:
Elkhart - Elkhart Municipal Airport, 2.5 mi. N.W. of city

UTILITIES

Electric:
Indiana & Michigan Electric Co. (see Anderson MSA)

Gas:
Ed Bowles
Northern Indiana Public Service
5265 Hohman Avenue
Hammond, IN 46320
(800) 262-6477

HIGHER EDUCATION

Goshen College, Goshen

STATE PARK

Mount Wawasee Ski Area

EVANSVILLE MSA

MSA Population: 284,600
Counties: Posey, Vanderburgh, Warrick
City over 25,000: Evansville (pop. 129,500)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Evansville - 4, 5, 9, 13

Major Roads:
Interstate - 64
U.S. Highway - 41
State Highways - 62, 66, 57

Airport:
Evansville - Evansville Dress Regional Airport, 5 mi. N.E. of city

UTILITIES

Electric & Gas:
Southern Indiana Gas & Electric Co.
20-24 N.W. 4th Street
Evansville, IN 47741

HIGHER EDUCATION

University of Evansville, Evansville
Indiana State University, Evansville Campus

STATE PARK

Harmonie State Park, Posey County

FORT WAYNE MSA

MSA Population: 357,000
Counties: Allen, Dekalb, Whitley
City over 25,000: Fort Wayne (pop. 170,300)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Fort Wayne - 4, 11
New Haven - 11
St. Joe - 5, 11
Butler - 4, 11

Major Roads:
Interstate - 69
U.S. Highways - 6, 24, 30, 33
State Highways - 1, 3, 9, 14

Airport:
Fort Wayne - Baer Field, 9 mi. S.W. of city

UTILITIES

Electric:
Indiana & Michigan Electric Co. (see Anderson MSA)

Gas:
Northern Indiana Public Service Co. (see Elkhart-Goshen MSA)

HIGHER EDUCATION

Fort Wayne:
Fort Wayne Bible College
Indiana Institute of Tech.
St. Francis College
Ivy Tech
Indiana University
Purdue University at Fort Wayne
Concordia Theological Seminary

GARY-HAMMOND MSA

MSA Population: 634,000
Counties: Lake, Porter
Cities over 25,000: East Chicago (pop. 37,100), Gary (pop. 143,400), Hammond (pop. 89,700)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Dyer - 5, 6
East Chicago - 1, 3, 6, 8, 11
Griffith - 6, 6A
Hammond - 1, 3, 4, 5, 6, 8, 11
Hartsdale - 4, 6, 14
Indiana Harbor - 1, 2, 4, 5, 6, 8
Pine - 4, 6, 11
Valpariso - 1A, 4, 6A, 11
Van Loon - 6, 11
Whiting - 1, 2, 4, 5, 6, 8

Major Roads:
Interstates - 64, 80/90 (Indiana East-West Tollway), 94
U.S. Highways - 6, 12, 20, 30, 41, 231
State Highway - 2

Airports:
East Chicago - Midway, 19 mi. N.W. of city; O'Hare, 28 mi. N.W. of city
Gary - Midway, 49 mi. N.W. of city; O'Hare, 58 mi. N.W. of city
Hammond - Midway, 23 mi. N.W. of city; O'Hare, 36 mi. N.W. of city

UTILITIES

Electric & Gas:
Northern Indiana Public Service Co. (see Elkhart-Goshen MSA)

HIGHER EDUCATION

Purdue University Calumet Campus, Hammond
Indiana University N.W., Gary
Valparaiso University

STATE PARKS

Indiana Dunes State Park
East Chicago Beach
Whihala Beach County Park

INDIANAPOLIS MSA

MSA Population: 1,219,600
Counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, Shelby
Cities over 25,000: Indianapolis (pop. 722,800)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Indianapolis - 4, 5, 10, 11

Major Roads:
Interstates - 65, 69, 70, 74, 465
U.S. Highways - 31, 36, 40, 52, 136, 421
State Highways - 32, 37, 67, 431

Airport:
Indianapolis - Indianapoplis International Airport, 7 mi. S.W. of city

UTILITIES

Electric:
Indianapolis Power & Light Co.
25 Monument Circle, Box 1595-B
Indianapolis, IN 46206

Gas:
Citizens Gas & Coke Utility
2020 N. Meridian Street
Indiana, IN 46202-1306

HIGHER EDUCATION

Indianapolis:
Indiana Central University
Indiana University Purdue University (2 campuses)
Marian College
Butler University
Franklin:
Franklin College of Industry

STATE PARK

Morgan-Monroe State Forest

KOKOMA MSA

MSA Population: 103,300
Counties: Howard, Tipton
City over 25,000: Kokomo (pop. 46,900)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Kokomo - 4, 11
Tipton - 11

Major Roads:
Highways - 31, 35
State Highways - 19, 22, 28

Airport:
Kokomo - Municipal Airport, 5 mi. N.E. of city

UTILITIES

Electric:
Public Service of Indiana, Inc. (see Bloomington MSA)

Gas:
Kokomo Gas & Fuel Co.
900 East Boulevard
Kokomo, IN 46902

HIGHER EDUCATION

Indiana University, Kokomo

LAFAYETTE MSA

MSA Population: 123,000
County: Tippecanoe
City over 25,000: Lafayette (pop. 43,800)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Lafayette - 4, 5, 11

Major Roads:
Interstate - 65
U.S. Highways - 52, 231
State Highways - 25, 43

Airport:
Lafayette - Purdue University Airport, 2 mi. S.W. of city

UTILITIES

Electric:
Public Service Co. of Indiana Inc. (see Bloomington MSA)

Gas:
Indiana Gas Co. (see Anderson MSA)

HIGHER EDUCATION

Purdue University, W. Lafayette

MUNCIE MSA

MSA Population: 123,500
County: Delaware
City over 25,000: Muncie (pop. 74,200)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Muncie - 11

Major Roads:
U.S. Highway - 35
State Highways - 3, 28, 32, 67

Airport:
Muncie - Johnson Field, 3 mi. N. of city

UTILITIES

Electric:
Indiana & Michigan Electric Co. (see Anderson MSA)

Gas:
Indiana Gas Company (see Anderson MSA)

HIGHER EDUCATION

Ball State University, Muncie

SOUTH BEND-MISHAWAKA MSA

MSA Population: 241,200
County: St. Joseph
Cities over 25,000: Mishawaka (pop. 41,500), South Bend (pop. 108,600)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
South Bend - 1A, 3, 4, 6A, 11

Major Roads:
Interstates - 80/90 (Indiana East-West Tollway)
U.S. Highways - 20, 31, 33
State Highways - 2, 23

Airport:
South Bend - Michigan Regional Airport, 4 mi. N.W. of city

UTILITIES

Electric:
Indiana & Michigan Electric Co. (see Anderson MSA)

Gas:
Northern Indiana Public Service (see Elkhart MSA)

HIGHER EDUCATION

South Bend:
Indiana University
Bethel College
University of Notre Dame
St. Mary's College

STATE PARK

Potato Creek State Park

TERRE-HAUTE MSA

MSA Population: 133,000
Counties: Clay, Vigo
City over 25,000: Terre Haute (pop. 57,500)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Terre Haute - 4, 5, 14

Major Roads:
Interstate - 70
U.S. Highways - 40, 41, 150
State Highways - 46, 63

Airports:
Terre Haute - Hulman Field, 7 mi. E. of city

UTILITIES:

Electric:
Public Service Company of Indiana, Inc. (see Bloomington MSA)

Gas:
Terre Haute Gas Corp.
632 Cherry Street
Terre Haute, IN 47801

HIGHER EDUCATION

Terre-Haute:
Indiana State University
St. Mary-of-the-Woods College
Rose-Hulman Institute of Technology

RAILROAD INDEX

1. Baltimore & Ohio Chicago Terminal Railroad Co. (part of CSX Transportation, see below)

2. Chicago Short Line Railway Co.
E. A. Peloza, Gen. Mgr.
9746 Avenue N
Chicago, IL 60617
(312) 768-6405

3. Chicago South Shore & South Bend Railroad
J.E. Alexander, Mktg. VP
307 N. Michigan Ave.
Chicago, IL 60601
(312) 930-0700

4. Consolidated Rail Corp.
Robert M. Rampley
Area Manager, Econ. Dev.
Room 500, Conrail Building
31 East Georgia St.
Indianapolis, IN 46204
(317) 267-4982

5. CSX Transportation, Inc.
A. J. Bogdon, Ind. Dev. Mgr.
P. O. Box 3316
Livonia, MI 48150
(313) 464-5700

6. Elgin, Joliet & Eastern Railway Co.
A. S. Armstrong, R. E. Mgr.
1141 Maple Road, P. O. Box 880
Joliet, IL 60434
(815) 740-6622

7. Illinois Central Gulf Railroad Co.
G. A. McArdle, R.E. & Ind. Dev. AVP
233 N. Michigan Ave.
Chicago, IL 60601
(312) 819-7500

8. Indiana Harbor Belt Railroad Co.
R. L. Crisci
Sales & Mktg. Mgr., Ind. Dev.
P. O. Box 389
Hammond, IN 46325
(219) 989-4719

9. Indiana Hi-Rail Corp.
D. L. Smoot, VP & Gen. Mgr.
R. R. 1, Box 242
Connorsville, IN 47331
(317) 825-0349

10. Indiana Rail Road Co.
Richard J. Kloster, Dir. of Mktg.
Box 2464
Indianapolis, IN 46206-2464
(317) 635-7028

11. Norfolk & Western (part of Norfolk Southern Corp., see below)

12. Norfolk Southern Corp.
J. L. Pinson, Dir.
125 Spring St., S. W.
Atlanta, GA 30303
(404) 529-1591

13. Southern Railway Co. (part of Norfolk Southern Corp., see above)

DEVELOPMENT COUNSELORS

State Development Agency

Mutz, John, Lieut. Gov. & Dir.
Indiana Dept. Commerce
One North Capitol, Ste. 700
Industrial Dev. Division
Indianapolis, 46204-2288
317/232-8888

AREAS & OTHERS

Bloomington
Richey, Thayr, Dir. Econ. Dev.
Hoosier Energy Rural Elec. Coop.
P.O. Box 908
Bloomington, 47402
812/876-2021

Evansville
Vercauteren, Patrick, Vice Pres.
Evansville Chamber of Commerce
Old Post Office Place
100 NW 2nd Street
Evansville, 47708-1242
812/425-8147

Ft. Wayne
Brown, David, Vice Pres.
Gtr. Ft. Wayne Chamber of Commerce
826 Ewing Street
Ft. Wayne, 46802
219/424-1435

Hammond
Bowles, Ed, Dir. Econ. Dev.
Northern IN Public Svc. Co.
5265 Hohman Ave.
Hammond, 46320
219/853-5237

Indianapolis
Chamberlin, Sandy, Mktg. Svc. Rep.
Citizens Gas & Coke Util. Co.
2020 North Meridian Street
Indianapolis, 46202
317/927-4445

Hilton, Steve, Econ. Dev. Mgr.
Wabash Valley Power Assoc.
P.O. Box 24700
Indianapolis, 46224

Richmond
Kinnett, Jim, Exec. Dir.
Richmond Econ. Growth & Dev.
50 North Fifth Street
Richmond, 47374
317/983-7234

South Bend
Tarr, Tom, Ind. Developer
Proj. Future Econ. Dev. South Bend/Mishawaka
401 East Colfax Ave.
South bend, 46634-1677
219/234-6590

MICHIGAN

A Success Story For The 1980's

Michigan extends over two huge peninsulas touched by four of the five Great Lakes: Superior, Michigan, Huron, and Erie. The lakes have always been a catalyst for the state's commerce. They gave it its name from the Algonquin word "Michigamea," or "land of great waters." They brought furtraders, miners, lumber barons, and, more recently, iron ore on lakeboats for automobile plants in Detroit.

A corridor of cities extends westward from Detroit to Lake Michigan: Lansing, the state capital, Ann Arbor, Battle Creek, Grand Rapids, Kalamazoo, and Muskegon. A shorter corridor extends north from Detroit through Flint to Saginaw, Bay City, and Midland. Across the Mackinac Bridge lies the Upper Peninsula, forested and leanly settled.

Michigan is a tough state with a resilient attitude, which may itself be an attraction for companies looking in from the outside. "The record of the past five years makes it clear that Michigan can overcome great obstacles," said Governor James J. Blanchard in his preface to the Governor's Cabinet Council on Jobs and Economic Development in 1987. "Five years ago," the Governor continues, "the nation wrote us off as a 'Rust Belt' economy. But a combination of private-sector and government activities showed everyone there was life in Michigan's economy. Today, our economy is more diverse and modern, and we have more people working than at any time in our history." True enough, but the Governor's point is sharpened by a brief recall of what the state suffered.

A look back. The fact that Michigan became a center of the auto industry after the turn of the century was almost accidental. Detroit was much smaller than Cleveland or Chicago in 1900, but its bankers were more willing to take risks than those in Cleveland. As a result, a number of auto pioneers made Detroit their base. Henry Ford was the most successful of them. The auto industry drew immigrants, paid them well but treated them callously, and then had to deal with the unions that sprang up from the workers' discontent. By the 1970s, auto wages reached an all-time high, second only to the earnings of steelworkers. As late as 1979, the state had income levels at least 10% above the national average, the highest blue-collar wages, and the most widespread ownership of second homes and pleasure boats.

Under the prosperous veneer, there was a problem that few people thought about until it was too late: the state had become too dependent on the auto industry. In 1979, the Iranian revolution led to an escalation of oil prices, creating a drop in demand for big cars and emptying dealer showrooms around the country of prospective buyers. Hundreds of thousands of auto workers were laid off in Michigan.

The state's unemployment in 1982 approached 20% — one in every five workers. Ford suffered financial reverses that would not end until its introduction of the Ford Taurus and Mercury Sable. Chrysler nearly went into bankruptcy.

General Motors lost money for the first time in years. Some in Michigan blamed the collapse on a few bad months, unfair Japanese competition, and the Ayatollah Khomeini. The truth was that Americans had suspended their long romance with the auto.

Most of Michigan suffered in these years, especially metropolitan Detroit, Flint—a GM 'company town' par excellence, Lansing, and Saginaw. Worse yet, the state's income dropped back to approximately the national average.

When Governor Blanchard took office in 1983, he cut $225 million in education and social services. The loss of these benefits was more than temporary. State employees received pay cuts deeper than those given to auto industry workers. Large state universities at Ann Arbor, East Lansing, and other sites were hit hard: entire departments had to be chopped, and tenured professors lost jobs. Yet the academic partnership with the statehouse held up.

The immediate constructive result of this trauma was that the state government knew the suffering firsthand. Lansing had been headquarters for Oldsmobile, and legislators had sympathy for neighbors laid off in the shadow of the state capitol. Governor Blanchard and his cabinet, helped by economists and industrialists, planned a turn-around that has largely occurred. The state's current success in diversification has come from a resolve not to take bad luck lying down.

Consider these accomplishments on the road back:

- More than half a million jobs have been added since 1982.
- The state has become a national pacesetter in attracting manufacturing investment; in 1987 it led all other states—for the third time in four years—with $3.6 billion invested in new plants.
- Michigan's travel industry enjoyed $15 billion in tourism-related spending in 1987.
- The state is one of seven finalists for the $4.5-billion Superconducting Super Collider project, reflecting new high-tech gains.
- Michigan's employment in 1987 grew 38% faster than the nation's.
- The National Science Foundation, searching for the best home for its new high-speed communications network linking university and industry scientists, chose Michigan.
- *U.S. News and World Report* said recently that Governor Blanchard's resuscitative economic strategy earned him a ranking as one of the nation's six best state executives.

Across the state, courthouse towns that look like museum pieces, with early Victorian homes and old-fashioned, compact downtown areas, are far from economically somnolent. Small businesses have started up and are thriving, often becoming significant employers in their areas. Even Detroit, at the other end of the scale, finished 1987 with a $112.4-million surplus, due in part to an improving business climate. It is an encouraging fact that such communities at opposite ends of an economic spectrum can profit as far as circumstances permit.

Michigan is home to Mazda's first American manufacturing facility.

Areas of success

Oakland County. The state's turnaround is particularly obvious in Oakland County, the center of Michigan's "Automation Alley." Ford, Chrysler's new Technology Center, General Motor's new Saturn plant, Volkswagen of America, and American Motors are all situated there. All are keyed toward robotics and automated manufacturing systems.

A plethora of high-tech firms have located down "Automation Alley," notably Active Magnets, Robert Bosch Inc., Copperweld Robots, GMF Robotics, Magnetool, The Machine Vision Company, Robotics Peripherals, and Numa-Logic. Many are tied closely to the University of Michigan, Michigan State University, Wayne State University, and Oakland University, in both the development of new technologies and their transfer from the laboratory to industrial applications in Oakland County. In this corner of the state, the 21st century has arrived.

Oakland County's Economic Development Division helps companies new to the area with industrial-building and site searches, financial assistance through small-business loans of up to $2 million, job training programs, and assistance in procuring contracts from the state and federal governments.

There are 2,376 manufacturing plants in Oakland County; 1,068 of them have 20 or more employees, exceeding the combined total of Nevada and Nebraska.

Ann Arbor. In nearby Ann Arbor, advanced computer research is done at the Center for Machine Intelligence. Here, also, is the Industrial Technology Institute (ITI), which develops and deploys computer-enabled manufacturing technologies. ITI has created a pipeline to accelerate the transfer of solutions to manufacturers. It comprises the Advanced Manufacturing Center, which prototypes hardware and software systems; the Network Evaluation and Test Center (NETC); the Advanced Manufacturing Technologies Laboratory; and the Information Transfer Center (ITC), specializing in information retrieval and transfer.

Grand Rapids. Grand Rapids, home town of former President Gerald Ford, wastes little time in its brochures to get to the point. Up front, it cites the availability of Industrial Development Revenue Bonds to finance the purchase of fixed assets, tax abatements up to 50% of local property taxes for 12 years, a property tax of 50 mills ($50 per $1,000 of assessed value), and a value-added single-business tax of 2.35%, particularly attractive to capital-intensive firms. There is an openness about these options that makes relocation all the sweeter.

State-wide success. Michigan assigns an industry-specific state professional to work with each business expanding in, or moving into, Michigan. Contact is maintained long after the new facility is open and operating. There are also additional services from the Michigan Business

Ann Arbor lures Philips Display Components Co.

Priorities differ for each organization contemplating a move. When the Philips Display Components Company decided recently to move its headquarters and engineering staff from Seneca Falls, N.Y., to Ann Arbor, Mich., its management looked beyond the immediate "welcome wagon" package of tax and business incentives offered by Michigan.

One ranking concern of the Philips command team had been to find an area with other high-tech companies and with a professional and cultural climate that would entice top talent to relocate. "We were mindful, too, that our major plant in Ottawa, Ohio, is only two hours from Ann Arbor," says Dr. I.M. Wilson, president of Philips Display Components. "Also, the proximity of the Greater Detroit Airport supports our need for frequent domestic and world-wide travel."

The company is leasing a 78,000-sq.-ft. building on Huron Parkway in Ann Arbor. It will employ 200 people when the move is accomplished during the first half of 1989. Some workers will transfer from Seneca Falls. To gather the rest of the staff, "the excellent quality of life in Ann Arbor will enhance our nationwide recruiting efforts," says Dr. Wilson. "We'll be able to convince the high-calibre talent that we'll need in the future to move there."

Philips Display Components has an option to build a new plant, "which Washtenaw County has the capacity to support," according to Dr. Wilson. "In fact, both the county and Ann Arbor have a strong technological base upon which we can draw, provided by the University of Michigan and other educational institutions in the area, as well as numerous private and federal laboratories."

In the long view, Dr. Wilson concludes, "Michigan has a progressive political and economic environment that encouraged us to make an abiding commitment."

Philips Display Components Company is a division of North American Philips Corporation, a wholly owned subsidiary of N.V. Philips of Eindhoven, in the Netherlands. N.V. Philips' worldwide sales in 1987 were $29.7 billion. Their major business areas comprise lighting products, consumer electronics (including compact discs for music and data storage), information processing, and communications and component technology.

Ombudsman, a special office set up to help companies coordinate permits, licenses, and regulatory requirements. This is a particularly helpful service in cutting through red tape. The Ombudsman also conducts problem-solving mediation between government agencies and businesses, removing regulatory barriers when possible.

Terry Brady, president of Bradhart Products, Inc., in Howell, says, "What has impressed me about Michigan is the simplicity and the business-like commonality in all of its programs. No bureaucratic bumbling. Just straight and fast answers, prompt decisions, and most important of all, a lack of condescending, pompous attitudes on the part of the people I have contacted."

In addition to the rejuvenated auto industry and the high-tech plants along "Automation Alley," Michigan has become a leading producer of office furniture. The state's 32 office-furniture manufacturers account for 35% of total U.S. sales and approximately 20% of the international market. Leading companies in this field include Steelcase, Herman Miller, and Haworth. Wood products from the vast forests of northern Michigan provide a nearly unlimited resource base for wood-products manufacturers and paper producers. Forest-product companies, such as Mead, Champion, Weyerhaeuser, and Louisiana-Pacific, have invested more than $1 billion in the state since 1981. In a third lucrative field, more than 700 food processors, including Heinz, Ore-Ida, Thorn Apple Valley, and Chef Pierre, draw from a variety of 29 crops.

1987. Layoffs have continued in the auto industry. But Michigan's new diversification ensures that its economic eggs will never again be in one basket. Companies contemplating coming into the state should consider the following successes in 1987 alone:

- Grand Rapids acquired a new research and technology center to assist manufacturers in the western part of the state in modernizing their technologies.
- The ITI and the University of Michigan's state-of-the-art Solid State Electronics Laboratory opened in Ann Arbor.
- The Mazda Motor Corp. unveiled its first American manufacturing facility in Flat Rock.
- Modern Engineering, the nation's largest design and engineering firm with 2,200 employees, opened its new headquarters in Warren.
- The state helped the Thomas Ball Screw Co., which makes precision parts for the aircraft industry and employs 240 workers, relocate and expand in Saginaw.
- V-Tech, based in California, started to build a 48,000-sq.-ft. facility to manufacture medical products at a new industrial park in Dexter.
- The state helped the Great Lakes Steel Division of the National Steel Corp. in Detroit to sustain a $500-million reinvestment program protecting the jobs of 5,500 workers in Michigan.
- The state assisted McLouth Steel Products Corp. in Trenton restructure its debt and organize an employee buyout, saving 2,000 jobs.
- On the Upper Peninsula, Champion International invested $350 million in a paper-making machine at its pulp mill in Quinnessee.

Fr. William T. Cunningham, executive director of Focus: HOPE, has said that "the future of Michigan's economy depends upon diversity in durable goods production, and in the capability to make rapid changes in flexible machining and manufacturing processes. To achieve this, thousands of new workers must be prepared to enter the labor force with high levels of academic and technical skills. We do not have a moment to waste." This is a plausible challenge for a state that has made a certain turn from disaster to prosperity.

How did this happen? Lee Iacocca, Chrysler's chairman, said it best. "Knocking our heads together didn't make sense. Putting them together did." □

M I C H I G A N

ANN ARBOR MSA

MSA Population: 270,200
County: Washtenaw
City over 25,000: Ann Arbor (pop. 106,000)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Ann Arbor - 1, 5, 11

Major Roads:
Interstate - 94
U.S. Highways - 12, 23
State Highways - 14, 17

Airports:
Ann Arbor - Detroit Metro., 25 mi. N.W. of city; Detroit City, 50 mi. N.W. of city

UTILITIES

Electric:
Matthew Pienick, Econ. Dev. Dir.
Detroit Edison
2000 Second Avenue
Detroit, MI 48226
(313) 237-8883

Gas:
Michigan Consolidated Gas Co.
500 Griswold
Detroit, MI 48226

HIGHER EDUCATION

Concordia College, Ann Arbor
Eastern Michigan Univ., Ypsilanti
University of Michigan, Ann Arbor

STATE PARKS

Pickney State Recreation Area
Waterloo State Recreation Area

BATTLE CREEK MSA

MSA Population: 137,400
County: Calhoun
City over 25,000: Battle Creek (pop. 54,200)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Battle Creek - 2, 5, 8

Major Roads:
Interstates - 69, 94
State Highways - 37, 89, 96

Airports:
Battle Creek - Detroit Metro. 90 mi. N.W. of city; Detroit City, 110 mi. S.W. of city

UTILITIES

Electric:
Richard R. Surbrook, Econ. Dev. Dir.
Consumers Power Co.
212 W. Michigan Avenue
Jackson, MI 49201
(517) 788-0345

Gas:
Battle Creek Gas Co.
23 E. Michigan Mall
Battle Creek, MI 49016

HIGHER EDUCATION

Albion College, Albion

BENTON HARBOR MSA

MSA Population: 165,700
County: Berrien
City over 25,000: None (Benton Harbor pop. is 14,500)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
New Buffalo - 6

Major Roads:
Interstates - 94, 196
U.S. Highways - 12, 31, 33
State Highway - 140

Airport:
Benton Harbor - Ross Field, 2 mi. N.E. of city

UTILITIES

Electric & Gas:
Consumers Power Co. (see Battle Creek MSA)

HIGHER EDUCATION

Andrews University

STATE PARK

Warren Dunes State Park

DETROIT MSA

MSA Population: 4,358,700
Counties: Lapeer, Livingston, Macomb, Monroe, Oakland, St. Clair, Wayne
Cities over 25,000: Allen Park (pop. 34,200), Dearborn (pop. 86,700), Dearborn Heights (pop. 62,700), Detroit (pop. 1,078,900), East Detroit (pop. 38,300), Farmington Hills (pop. 64,700), Ferndale (pop. 26,200), Garden City (pop. 35,600), Highland Park (pop. 27,900), Inkster (pop. 35,200), Lincoln Park (pop. 43,200), Livonia (pop. 100,100), Madison Heights (pop. 35,400), Oak Park (pop. 31,500), Pontiac (pop. 71,500), Redford Township (48,200), Rochester Hills (40,800), Roseville (pop. 52,900), Royal Oak (pop. 67,400), St. Clair Shores (pop. 72,800), Southfield (pop. 74,300), Southgate (pop. 32,100), Sterling Heights (pop. 112,000), Taylor (pop. 72,900), Troy (pop. 68,500), Warren (pop. 154,600), Westland (pop. 80,900), Wyandotte (34,000)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Detroit - 2, 3, 5, 6, 7, 8, 9, 10
Pontiac - 2, 8
Port Huron - 2, 6, 8
Richmond - 2, 8

Major Roads:
Interstates - 75 (Detroit Toledo Freeway), 94 (Detroit Indiana Freeway), 96 (Jeffries Freeway), 275
U.S. Highways - 10, 12, 24
State Highways - 1, 3, 39 (Southfield Freeway), 53, 85, 102, 153

Airports (Metro = Detroit Metro Wayne County Airport; City = Detroit City Airport):
Allen Park - Metro, 8 mi. W. of city; City, 16 mi. N. of city
Dearborn - Metro, 10 mi. S.W. of city; City, 14 mi. N.E. of city
Dearborn Heights - Metro, 12 mi. S.W. of city; City, 20 mi. N.E. of city
Detroit - City, 5 mi. N.E. of city; Metro, 20 mi. S.W. of city
East Detroit - City, 8 mi. S.W.; Metro, 35 mi. S.W. of city
Farmington Hills - Metro, 20 mi. S. of city; City, 26 mi. S.E. of city
Ferndale - City, 10 mi. S.E. of city; Metro, 31 mi. S.W. of city
Garden City - Metro, 10 mi. S. of city; City, 21 mi. N.E. of city
Highland Park - City, 6 mi. E. of city; Metro, 25 mi. S.W. of city
Inkster - Metro, 6 mi. S. of city; City, 28 mi. N.E. of city
Lincoln Park - Metro, 10 mi. W. of city; City, 18 mi. N.E. of city
Livonia - Metro, 16 mi. S. of city; City, 20 mi. E. of city
Oak Park - City, 12 mi. S.E. of city; Metro, 24 mi. S.W. of city
Madison Heights - City, 10 mi. S.E. of city; Metro, 32 mi. S.W. of city
Pontiac - City, 28 mi. S.E. of city; Metro, 34 mi. S.W. of city
Redford Township - Metro, 13 mi. S.W. of city; City, 18 mi. E. of city
Rochester Hills - City, 20 mi. S.E. of city; Metro, 42 mi. S.W. of city

Roseville - City, 12 mi. S.W. of city; Metro, 34 mi. S.W. of city
Royal Oak - City, 16 mi. S.E. of city; Metro, 36 mi. S.W. of city
St. Clair Shores - City, 11 mi. S.W. of city; Metro, 36 mi. S.W. of city
Southfield - City, 16 mi. S.E. of city; Metro, 22 mi. S.W. of city
Southgate - Metro, 12 mi. W. of city; City, 22 mi. N.E. of city
Taylor - Metro, 6 mi. W. of city; City, 20 mi. N.E. of city
Troy - City, 17 mi. S.E. of city; Metro, 42 mi. S.W. of city
Warren - City, 10 mi. S. of city; Metro, 35 mi. S.W. of city
Westland - Metro, 12 mi. S. of city; City, 26 mi. N.E. of city
Wyandotte - Metro, 18 mi. N.W. of city; City, 20 mi. N.E. of city

UTILITIES

Electric:
Detroit Edison (see Ann Arbor MSA)

Detroit Public Lighting Dept.
9449 Grinnel Avenue
Detroit, MI 48213

Gas:
Michigan Consolidated Gas Co. (see Ann Arbor MSA)

HIGHER EDUCATION

Detroit:
Detroit College of Law
Marygrove College
Mercy College
Shaw College
University of Detroit
Wayne State University
Other:
Cranbrook Academy of Arts & Sciences, Bloomfield Heights
Dearborn Univ. of Michigan, Dearborn
Detroit College of Bus., Dearborn
Duns Scotus College, Southfield
Lawrence Inst. of Tech., Southfield
Madonna College, Livonia
Michigan Christian College, Rochester Hills
Oakland University, Rochester Hills
St. Marys College, Keego Harbor
Schoolcraft College, Livonia
William Tyndale College, Farmington Hills

STATE PARKS

Lapeer County:
Metamora-Hadley State Rec. Area
Livingston County:
Brighton State Rec. Area
Island Lake State Rec. Area
Macomb County:
Dodge Bros. State Park No. 8
Rochester-Utica State Rec. Area
Monroe County:
Sterling State Park
Oakland County:
Bald Mountain State Rec. Area
Dodge Bros. State Park No. 4
Highland State Rec. Area
Holly State Rec. Area
Ortonville State Rec. Area
Pontiac Lake State Rec. Area
Proud Lake State Rec. Area
Seven Lakes State Park
St. Clair County:
Algonac State Park
Lakeport State Park
Wayne County:
Maybury State Park

FLINT MSA

MSA Population: 441,000
County: Genessee
City over 25,000: Flint (pop. 150,700)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Flint - 2, 6, 8

Major Roads:
Interstates - 69, 75, 475
U.S. Highways - 10, 23
State Highways - 21, 54

Airports:
Flint - Bishop Int'l, 5 mi. S.W. of city

UTILITIES

Electric & Gas:
Consumers Power Co. (see Battle Creek MSA)

HIGHER EDUCATION

GMI Engineering & Mgt. Institute
University of Michigan, Flint

GRAND RAPIDS MSA

MSA Population: 643,500
Counties: Kent, Ottawa
Cities over 25,000: Grand Rapids (pop. 188,700), Holland (pop. 29,500), Wyoming (pop. 62,800)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Grand Rapids - 2, 4, 5, 6
Holland - 6
Wyoming - 5, 6

Major Roads:
Interstates - 96, 196
U.S. Highways - 31, 131
State Highways - 11, 21, 37, 44

Airports:
Grand Rapids - Kent Co. Int'l, 7 mi. S.E. of city
Holland - Kent Co. Int'l, 37 mi. N.E. of city
Wyoming - Kent Co. Int'l, 10 mi. S.E. of city

UTILITIES

Electric:
Consumers Power Co. (see Battle Creek MSA)

Gas:
Michigan Consolidated Gas (see Ann Arbor MSA)

HIGHER EDUCATION

Grand Rapids:
Aquinas College
Calvin College
Calvin Theological Seminary
Grand Rapids Baptist College & Seminary
Other:
Grand Valley State College, Allendale
Hope College, Holland

STATE PARKS

Grand Haven State Park
Holland State Park
P.J. Hotimaster State Park

JACKSON MSA

MSA Population: 147,500
County: Jackson
City over 25,000: Jackson (pop. 38,300)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Jackson - 5

Major Roads:
Interstate - 94
U.S. Highway - 127
State Highway - 60

Airport:
Jackson - Reynolds Muni., 4 mi. W. of city

UTILITIES

Electric & Gas:
Consumers Power Co. (see Battle Creek MSA)

HIGHER EDUCATION

Spring Arbor College, Spring Arbor

STATE PARK

Walter J. Hayes State Park

KALAMAZOO MSA

MSA Population: 217,800
County: Kalamazoo
City over 25,000: Kalamazoo (pop. 77,700)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Kalamazoo - 5, 8
Schoolcraft - 5, 8

Major Roads:
Interstate - 94
U.S. Highway - 131
State Highway - 96

Airport:
Kalamazoo - Kalamazoo Muni., 4 mi. S.E. of city

UTILITIES

Electric & Gas:
Consumers Power Co. (see Battle Creek MSA)

M I C H I G A N

HIGHER EDUCATION

Kalamazoo College
Nazareth College
Western Michigan University

STATE PARK

Fort Custer State Rec. Area

LANSING-EAST LANSING MSA

MSA Population: 429,000
Counties: Clinton, Eaton, Ingham
Cities over 25,000: East Lansing (pop. 47,300), Lansing (pop. 130,700)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
East Lansing - 6, 8
Lansing - 2, 5, 6, 8

Major Roads:
Interstates - 69, 96, 469
U.S. Highways - 27, 127
State Highways - 21, 43

Airports:
East Lansing - Capitol City, 6 mi. N.W. of city
Lansing - Capitol City, 4 mi. N.W. of city

UTILITES

Electric:
Lansing Board of Water & Light
123 W. Ottawa St., Box 13007
Lansing, MI 48901

Gas:
Consumers Power Co. (see Battle Creek MSA)

HIGHER EDUCATION

Cooley Law School, Lansing
Michigan State Univ., East Lansing
Olivet College, Olivet

STATE PARK

Sleepy Hollow State Park

MUSKEGON MSA

MSA Population: 157,200
County: Muskegon
City over 25,000: Muskegon (pop. 39,900)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Muskegon - 2, 4, 6
Muskegon Heights - 4, 6, 8

Major Roads:
Interstate - 96
U.S. Highway - 31
State Highway - 46

Airport:
Muskegon - Muskegon County, 8.5 mi. S. of city

UTILITIES

Electric:
Consumers Power Co. (see Battle Creek MSA)

Gas:
Michigan Consolidated Gas (see Ann Arbor MSA)

STATE PARK

Muskegon State Park

SAGINAW-BAY CITY-MIDLAND MSA

MSA Population: 409,400
Counties: Bay, Midland, Saginaw
Cities over 25,000: Bay City (pop. 39,000), Midland (pop. 37,600), Saginaw (pop. 73,800)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Bay City - 2, 4, 6, 8
Midland - 4, 6
Munger - 11
Saginaw - 2, 4, 6
Swan Creek - 11

Major Roads:
Interstate - 75
U.S. Highways - 10, 23
State Highways - 25, 46, 58, 81, 84

Airports:
Bay City - Tri City, 13 mi. S.W. of city
Midland - Tri City, 11 mi. S.E. of city
Saginaw - Tri City, 10 mi. N.W. of city

UTILITIES

Bay City Electric:
Bay City Electric Light & Power
900 Water Street
Bay City, MI 48708

Electric & Gas:
Consumers Power Co. (see Battle Creek MSA)

HIGHER EDUCATION

Norwood Institute, Midland
Saginaw Valley State College, Saginaw

STATE PARK

Bay City Park

RAILROAD INDEX

1. Ann Arbor Railroad System
M. J. Baron, CEO
121 S. Walnut
Howell, MI 48843
(517) 548-3930

2. Canadian National Railways
J. D. Weldon, Reg. Mktg. Mgr.
Malport Sales Office
277 Front Street West
Toronto, Ont. M5V 2X7
(416) 673-5214

3. CP Rail
B. D. Purdy, District Mgr.
28803 Eight Mile Road
Livonia, MI 48152
(800) 233-6633

4. Central Michigan Railway Co.
J. George, Dir. of Mktg.
4901 Towne Center Rd.
Saginaw, MI 48604
(517) 792-4811

5. Consolidated Rail Corp.
Lewis L. Hoy, Area Mgr. Econ. Dev.
17301 Michigan Avenue
Dearborn, MI 48126
(313) 323-5645

6. CSX Transportation Inc.
A. J. Bogdon, Ind. Dev. Mgr.
P. O. Box 3316
Livonia, MI 48150
(313) 464-5700

7. Delray Connecting Railroad Co.
C. A. O'Brien, Pres.
Zug Island Road
P.O. Box 32538
Detroit, MI 48232
(313) 841-2851

8. Grand Trunk Western Railroad Co.
C. J. Tucker, Ind. Dev. Mgr.
1333 Brewery Park Blvd.
Detroit, MI 48207-2699
(313) 237-4308

9. Norfolk & Western (subsidiary of Norfolk Southern Corp., see below)

10. Norfolk Southern Corp.
J. L. Pinson, Dir.
125 Spring Street, S.W.
Atlanta, GA 30303
(404) 529-1591

11. Tuscola & Saginaw Bay Rwy. Co.
R. I. Warrick, Mktg. Mgr.
538 East Huron Street
Vassar, MI 48768
(517) 823-8331

DEVELOPMENT COUNSELORS

State Development Agency

Mason, Jeff, Director of Mktg.
Manufacturing Dev. Group
Michigan Dept. of Commerce
P.O. Box 30225
Lansing, 48909
517/373-3532

Areas & Others

Jackson
Russell, John, Sr. Consultant
Surbrook, Richard, Advt./Comm. Svc. Dir.
Consumers Power Company
212 W. Michigan Ave.
Jackson, 49201
517/788-0345

O H I O

The United State Of Ohio

by Michael Hartnett

Historically known as the jumping off point for America's westward-bound pioneers, modern Ohio is positioned as a gateway to the world. Its harbors, highways, and airports have opened up new vistas of opportunities all across North America and have made the state's natural resources and manufactured goods a part of the global economy. Ohio generates more than $16 billion in exports annually, and its central location puts the state within 500 miles of 60% of the total U.S. population and 42% of all Canadian households.

This central location, along with the state's pro-business atmosphere, abundance of skilled workers, and choice industrial and commercial sites, are among the reasons why Fortune 500 companies like Proctor & Gamble, BP American, Goodyear Tire & Rubber, TRW, and NCR are based here. The list of who's who in business continues with Rockwell International's Highway Brake and Trailer Axle Division, Curtis Steel and Supply Co., Packard Electric, Harcourt Brace Jovanovich, Inc., American Electric Power, the J.M. Smucker Company, and the Huffy Corporation. In all, 38 Fortune 500 companies are headquartered in Ohio and 37 more Fortune 1000 companies are here.

The Celeste administration. Gov. Richard F. Celeste is credited with leading the state from the dark days of recession back to prosperity, beginning in 1983 when his administration took office. David J. Baker, director of Ohio's Department of Development, explains: "When the new administration came into office, Ohio had deep unemployment. We were 48th in new job creation (among the 50 states); now we are fourth. Ohio has had a larger resurgence than any of the other Midwestern states. I think you can give this partnership program between government and the private sector some of the credit.

"There are more people working in Ohio now than anytime in history. About 700,000 people have gone back to work since the recession. The jobs have changed. We didn't rebuild heavy steel—we lost 70,000 jobs in Youngstown alone, almost overnight—but there are more people working. On the whole, our state has lower unemployment than the national average," says Baker.

"Our Gross State Product, at $171 billion, is larger than anytime in our history, even when adjusted for inflation. Ten percent of that is in exports and 34% of those exports are in manufacturing, the same as it was 10 years ago. We have had no erosion of our manufacturing economy," he adds. The state also has a growing and vibrant service economy, which has grown 33% over the past eight years. "We are also generating more small-business startups per year than at any time in our history. Roughly 25,000 per year," says Baker.

A hallmark of the Celeste administration has been the drive toward decentralized decision-making on economic development. By pushing for legislation that allows counties, cities, and towns to play leading roles in their own industrial development, the present administration has made it possible for companies to get answers and cooper-

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We will provide you with extensive profiles of communities you select—including form of government, services, financial institutions, major employers and cultural and recreational facilities.

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We will help plan and coordinate your entire project. Our full-time economic development staff will expedite proceedings with local officials, identify suppliers and marketing services, even assist with executive housing.

9. For More Information

Please call or write to Art Davis
The East Ohio Gas Company
P.O. Box 5759
Cleveland, Ohio 44101

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One of Toledo's 24 industrial parks.

ation from local decision makers without having to contend with a labyrinth of state offices.

One of the key tools has been creation of enterprise zones all across the state, which allow local communities to offer a range of attractive incentives to new industry. At the discretion of the community, new businesses—and sometimes existing businesses—may be eligible for abatement of up to 100% of their property taxes on capital projects for up to 15 years. Other programs are designed to minimize costs for infrastructure improvements. A similar program exists to abate taxes on machinery and inventory.

Clearly, these abatement programs can serve as attractive incentives to businesses comparing the relative advantages of relocating to one of several states. However, government at all levels is sensitive to the impact excessive abatement can have on the quality of local education. The Celeste administration has put the power to abate property taxes in the hands of those officials more accountable to local communities, the county, and city and town officials.

Investing for tomorrow

Underscoring the importance of tomorrow's technologies to the state's continued economic growth and diversification is the Thomas Edison Program. Founded in 1983 as the centerpiece of the state's drive toward higher technology, the program is a partnership of industry and higher education involving every major university in the state and more than 550 companies.

Its three major components are seed capital grants to support applied research; technology incubators, which bring the resources of academic institutions and corporations to new companies to assist in their startup; and, finally, a research consortia consisting of nine technology centers working to expand the state's strengths in polymer engineering, advanced manufacturing, welding biotechnology, and information systems.

The program is helping major corporations in Ohio to keep pace and, in some instances, set the pace in manufacturing, computer, and biological technologies, while extending a helping hand to entrepreneurs and inventors who lack the resources on their own to develop promising new ideas.

Utilities. Supporting this drive toward more high-tech industry is a ready supply of natural resources and affordable power from several major suppliers. At The Ohio Power Company, Jim C. Gahris, the recently retired economic development manager, says the utility's service area includes 53 of the state's 88 counties. Its customer base is dominated by rural communities in the 35,000- to 50,000-people range, but it includes major customers like Wheeling Pittsburgh Steel, Timken Steel, Ower , Corning, and an Ohio refinery.

The company has a long-standing policy of building its plants close to the coal reserves available in the state. That means coal can be transported directly from mines by conveyor belt to the plant. Efficiencies like this allow the company to offer an industrial rate of four cents per kilowatt hour.

"Ohio is unique because of its very strong partnership between the state, business community, and utilities," says Gahris. "The Ohio Eco-

nomic Development Council, which is made up of rail, gas, and electric companies and the state's banking association, works very closely with the Ohio Department of Development. We work as a team." That cooperative effort has produced results. During the past several years, Gahris says 121 companies have expanded with new facilities and 60 new industries have moved into the utility's service area, most from outside the state.

Besides ready access to a skilled work force and a network of rail and interstate highways, the utility's customers may qualify for a further reduction in rates. A three-year program extends additional savings averaging 10% for the period. Savings in the first year are 20%, 10% in the second, and 5% in the third and final year.

At The Cincinnati Gas & Electric Co., Win Johnson, area development representative, says, "In residential power we are the lowest-cost utility in the region. And from 1983 to 1986 we were ranked in the top 10 of all utilities in the country for efficiency in generating electricity. Last year we were ranked 12th."

With 545,200 customers in a market area of 1.5-million people in the southwestern corner of the state, the utility's customers include Proctor & Gamble, the Kroger Company, Armco, Federated Department Stores, the U.S. Shoe Co., and Gibson Greeting Cards.

Jerry Keller, also an area development representative for Cincinnati Gas & Electric, says the utility is able to offer an attractive package of reduced rates covering a five-year period for qualified customers. The criteria require that companies make efficient use of power, create additional jobs, and use a minimum of 1,000 kilowatts. Savings start at 19% in the first year and continue on a sliding scale of 4% in the fifth and final year of the program. And like other utilities, the company also provides transportation services for gas customers who elect to go into the open market and buy gas at a spot rate. Gas is a good buy now, says Keller, because supply is exceeding demand.

Regional trends

Harbors, convenient rail points, thousands of miles of modern highways, an abundance of natural resources, and the presence of a specialized work force have created historic patterns of industrial concentrations in certain parts of Ohio. However, economic development efforts at all levels throughout the state continue to stress diversification.

Cincinnati. One of the most active programs is in Cincinnati. Jim Wuenker, senior vice-president of economic development for the Greater Cincinnati Chamber of Commerce, says, "Because of the intense competition in this business, we are concentrating our resources where we think we have the best chance of success." Despite having a long-standing economic base in manufacturing, the city and surrounding counties are matching up existing resources with new opportunities.

"We think the resources of this community support doing that in medical, surgical products, and pharmaceuticals. We have a very strong medical complex in the community, and we have had some recent success in that area," says Wuenker. "Another is the material handling industry—manufacturers

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of fork-lift trucks and conveyor belts. It is a good match for us because of our geographic proximity to major manufacturing centers, and we have the transportation resources and the work force. Our location also makes us a good choice for distribution operations. Another target industry of ours is the plastics industry, because they have to be close to their markets. And we are also focusing more aggressively on the office market. We have new office towers being built downtown as well as in the suburbs, and we are being much more aggressive in going after financial operations, data processing, and telemarketing services.

"As a chamber of commerce, we don't have any direct incentive programs to offer, but we work closely with the state and local jurisdictions to be sure they know what the competition is offering," says Wuenker. "We don't advertise incentive programs up front because we think it is more important that a company make a decision based on economic factors—the labor market, the transportation network, and all our other resources. If sweeteners are necessary, local communities have the option of offering tax abatements on real and personal property. They can help with low-interest financing in acquiring land and equipment, and they can assist with worker training programs. Our goal here at the chamber is to facilitate that process to make sure everyone knows what is available."

The numerous highways around the area give the region's residents easy access to home, office, and recreation, earning it the nickname of the "20-minute City." Wuenker says, "It usually takes about 20 minutes to get to work, 20 minutes to get to a football game or baseball game, and 20 minutes to get to the symphony."

With a wide variety of industrial and commercial sites available, costs per acre range all the way from $10,000 to $100,000, with the average being $30,000 to $40,000.

Charles Webb, director of marketing for Corporex, which develops and constructs commercial properties in the greater Cincinnati area, says the company has handled 45 "build-to-suit" projects in the past 10 years. "Twenty years ago there would be one building at a time going up, but today there are lots of different projects going on simultaneously. And suburban growth has more than kept pace. We have good quality, planned growth and the tenant leasing has kept pace. Many businesses are also expanding."

A main street in uptown St. Marys.

Projects by Corporex include Center Hill, a 45-acre business park with 80,000 sq. ft., and the Grand Baldwin, a 17-acre project with 275,000 sq. ft. of office space. Another project, Baldwin II, with another 200,000 sq. ft., will be started this year.

Butler County. North of Cincinnati, Butler County is an attractive suburban area. With more than 25 industrial parks already built in the county, Butler has a labor force of 128,000 working in manufacturing (31%), wholesale/retail (24%), service industries (18%), state and local government employees (14%), finance, insurance and real estate (6%), construction (4%), and transportation and public utilities (3%).

Dan Walsh, administrative assistant to the Economic Development Department of Butler County, says, "We have an excellent location, being between Dayton and Cincinnati, and we have a good transportation system with three different rail lines, three interstates, and airports in both Cincinnati and Dayton within a 60-minute drive. Tax abatement districts and urban enterprise zones within the county allow local officials to offer several attractive alternatives to new and expanding businesses, and, despite rapid development in some parts of Butler, industrial property is still available for $10,000 to $25,000 per acre."

Columbus. The city sits squarely in the middle of the state and is the state capital and a university city. "Columbus is the fastest-growing major city in the northeast quadrant of the U.S.," says Donald R. Kaszynski, a director of economic development for the Columbus Area Chamber of Commerce. "We've had a General Motors plant and a large Rockwell manufacturing facility here, but our background is more white collar—service, education, and research and development," he says. "During the past 10 years, with the location of the Honda plant right outside Columbus, we have really taken off in the manufacturing direction. Honda established its U.S. plant 10 years ago, and it has now grown to be the fourth-largest auto plant in the U.S. It employs about 5,500 workers, and it has helped attract about 30 other Japanese companies that are tied to automotive products and Honda."

In the last four years Columbus has been able to create 78,000 jobs, and the chamber of commerce, along with others in the public and private sector, has embarked on a new five-year plan to create another 80,000 jobs. To accomplish that goal, economic development efforts will continue to support the expansion of manufacturing but will also stress existing resources and other favorable conditions to attract companies in distribution, data processing, pharmaceuticals, and the manufacture of electrical equipment.

The area's broad network of highways and rail services and the availability of thousands of acres of former agricultural land makes greater Columbus attractive to distribution companies. For data processing specialists, the presence of heavy users like the 65 insurance compa-

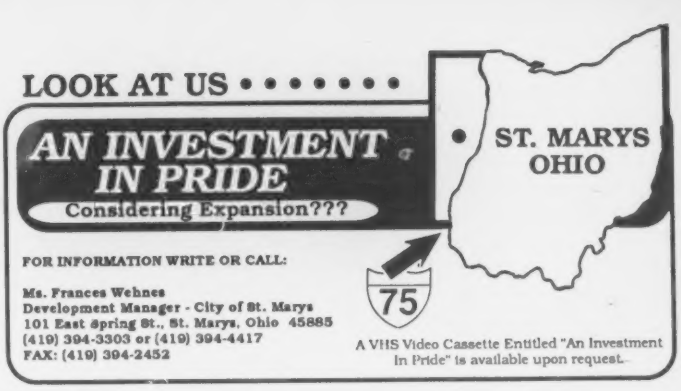
nies already in place makes Columbus the third-largest center in the world for gathering technical information, behind only Washington and Moscow. With three major laboratories already in the area, Kaszynski believes Columbus has a great deal to offer pharmaceutical companies, both on the manufacturing side and in R&D. To encourage development of electrical equipment specialists, the Technical Alliance of Central Ohio (TACO) serves as an information clearinghouse for encouraging new businesses in this specialty. And the chamber of commerce has compiled a directory of local high-tech companies interested in joint venture arrangements with European companies.

Like other communities throughout Ohio, the greater Columbus area has a series of tax abatement programs to assist companies with capital programs, infrastructure projects, and machinery and inventory. The city and surrounding communities are able to offer tax incentives, low-cost loans, grants for sewers and road improvements, and worker-training programs available through the state's Job Training Partnership program.

St. Marys. The City of St. Marys, located northwest of Columbus, is a smaller community of just 8,400 people, but it has succeeded in attracting two new Japanese manufacturers expected to make a combined investment of $36 million. The two companies are Setex, Inc., which manufactures car seats for Honda of America, and AAP-St. Marys, which will manufacture aluminum cast wheels for both American and Japanese automakers.

At ground breaking ceremonies for Setex held last year, Takeshiro Shimizu, president of Setex's parent company, explained to local officials why St. Marys was chosen. "When your delegation visited our headquarters in Japan, your video tape of the city, translated into Japanese, sparked our interest. St. Marys had the best overall package for us, and the efforts and cooperation of city officials helped us make our decision to build our plant in St. Marys."

Frances Wehnes, the city's development manager, says the city will continue to present itself as an attractive alternative for plant locations by emphasizing its choice location, its highway and rail systems, and its own municipal power plant.


LOOK AT US • • • • • • •
AN INVESTMENT IN PRIDE
Considering Expansion???
FOR INFORMATION WRITE OR CALL:
Ms. Frances Wehnes
Development Manager - City of St. Marys
101 East Spring St., St. Marys, Ohio 45885
(419) 394-3303 or (419) 394-4417
FAX: (419) 394-2452
ST. MARYS
OHIO
75
A VHS Video Cassette Entitled "An Investment In Pride" is available upon request.

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In addition, the city has created a Jobs Enterprise Zone that helps qualify new companies for tax abatement on capital investments and inventory.

Mentor. In Mentor, Ohio, northeast of Cleveland, this city of 45,000 has created a 3,000-acre industrial zone that already includes eight industrial parks that form a corridor through the center of the city.

Elaine Lane, the city's economic development coordinator, says the city is positioning itself to attract three new types of industries in a bid to diversify its economic base: support companies for polymer specialists, electronics, and medical research. The community's location allows easy access to major interstates and rail services. And air transportation is readily available through Cleveland Hopkins Airport to the south. Fairport Harbor, on Lake Erie, is just minutes to the south. The city's work force is highly trained because of the influence of nearby Cleveland and the University of Akron. Surveys taken in Mentor show an abundance of qualified workers with good technical skills.

An important part of the community's growth strategy is a continued emphasis on keeping local industry in the city. To keep in touch with local companies, the city runs a series of informal, social gatherings and regularly honors local companies for the contributions they've made. Mentor has also compiled a directory of products and services available from local businesses to be sure business-to-business transactions are only conducted outside the city when a product or service is not available locally.

Toledo. Toledo, a city of 600,000, is in the state's northwest corner, on Lake Erie. It has an active economic development program that produced 5,000 new jobs during the last calendar year. Ed Schulte, director of economic development for the Toledo Area Chamber of Commerce, says, "Our basic interest is in manufacturing, and our greatest opportunities are in three areas: plastics manufacturing, automotive supply, and medical and dental manufacturing.

"We have a fairly heavy automotive supply and manufacturing base with Jeep's Eagle Division, General Motors, a Chrysler plant, a Ford plant, and some large automotive suppliers like the Champion Spark Plug Co.," says Schulte. He also notes the area's strong base in packaging that grew out of the glass container industry and the presence of the Plastic Technology Institute at the University of Toledo. Service and distribution companies are also an important part of the local economy.

In addition to being able to offer companies an array of tax abatement programs and other local assistance, Toledo has created a Common Bond Fund Program to assist companies with relatively small capital projects ranging from $750,000 to $10 million. The program offers qualified companies a package of industrial revenue bonds. This allows smaller companies without a bond rating to get the corporate rate and also get a tax-free bond, without the need to post a letter of credit. For projects that exceed $10 million, the same industrial revenue bonds are available, but would not be tax free.

Dennis J. Hellmann, executive director of Toledo's Committee of 100, says the Toledo area's traditional

concentration in manufacturing has created an abundance of highly skilled workers in tool and die making and glass and ceramics. The city is ideally located for rapid access to markets because of its harbor, rail service by Norfolk & Southern, CSX, and Conrail, and both Toledo Airport and Detroit International Airport just 45 minutes away. The area has a reliable, affordable source of power from its coal-fired generating plants, backed up by a 2-and-½-year-old nuclear power plant.

The good life

All across Ohio, large and small communities are proud of the quality of life they offer newcomers. A medium-sized city like Toledo, for example, has big-city culture, with its own symphony, ballet, and opera. And the Toledo Museum of Ohio is one of the top 10 in the country, according to local officials. Most cities are able to offer their citizens a variety of cultural activities, along with recreational diversions in Lake Erie, the Ohio River, and scores of smaller rivers and lakes.

Cincinnati and Cleveland each have professional football and baseball teams, and Cleveland also has a National Basketball Association franchise. College and university teams all across the state have a strong following. With 7.1-million acres of forest, more than 9,000 campsites, 535 cabins, and numerous beaches, golf courses, and tennis courts, the great outdoors are readily accessible.

In education, the state is working to improve an already strong public school system by instituting competency testing. This emphasis on educational excellence has put Ohio students above the national average in PSAT and National Merit Scholarship tests. And the state's 136 colleges and universities allow ready access to higher education.

The state also offers genuine bargains in housing for those relocating from other high-priced markets around the country. Home sales average $70,000 to $80,000 in the state.

With its growing, vibrant economy, its easy access to national and global markets, its natural resources, and the strengths provided by a skilled work force, the state deserves its nickname, "The United State of Ohio." □

Huffy of Ohio

The Huffy Corporation, a $350-million company best known for its bicycles, has made Ohio its base of operations since the company was founded 65 years ago.

In the decades since then, Huffy has enjoyed major growth and has diversified its product lines. Through several acquisitions, corporate executives have had the opportunity to compare the relative merits of other cities and states and their overall business environment, yet Huffy is still headquartered in Dayton, and its million-sq.-ft. bicycle manufacturing plant is just north, in Celina, Ohio.

"We believe we have the world's largest bicycle factory in Celina," says Dick Molen, president and chief operating officer for the Huffy Corporation. "In the U.S. we have a commanding market share position that makes us, far and away, the largest individual brand sold. We sell in excess of 25% of the bicycles sold here in the U.S."

At one point, the company had bicycle manufacturing plants in California and Oklahoma, in addition to Ohio, but all three facilities have since been consolidated into one in Celina. "We did it for a number of reasons, the biggest being the work force—the availability of an enthusiastic and productive work force," Molen explains. "A second reason is the economic climate, which, in our opinion, is good here in Ohio, starting with the governor's office and working through all the offices that cooperate with businesses in Ohio. The third reason is that Ohio is a geographic center. It's within 500 miles of 60% of all U.S. households. Geographically, it's an excellent location," he says.

As Huffy has pursued aggressive diversification programs during the past decade, it has created companies specializing in basketball products for home use; baby products, such as car seats, baby baths, baby monitors, wooden gates, and changing tables; another line of bikes with the Ralleigh name that are sold to independent bike dealers; and a new service company that assembles bicycles, barbecues, and lawnmowers for retailers.

All this diversification has led Huffy to take over existing plants in California, Colorado, and Wisconsin, yet the corporation prefers to conduct its business in Ohio whenever it is possible. The assembly company, for example, was originally based in California, where the former owner started it. Now it is based in Dayton, where 235 employees share space at "Dayton Center" with top management of the Huffy Corporation.

"Both local and state government have cooperated with us in expansions of our Celina plant in a similar fashion to what they have done to attract new industry," says Molen. "On more than one occasion we have gone to them and explained we were contemplating investing X millions of dollars in the Celina facility that would either add new jobs or make the existing jobs more permanent by making the plant more competitive. Both state and local government have given us incentives (in the form of tax abatements) similar to what they have done to attract new plants. That's very important to us.

"We are not contemplating leaving Ohio. To the contrary, we have made public our intention to invest another $11 million plus over the next three years in the Celina facility above and beyond our replacement and cost-reduction projects, which will bring our total investment there over the next three years to $20 to $25 million."

Much of Huffy's cost-reduction program is geared toward greater efficiencies in its bicycle manufacturing process. Molen has high praise for the workers who make such improvements possible. "If you are going to talk about why we are in Ohio, it's because of the people. We've got a whole multi-year employment involvement program that started out as a quality circle concept. It has evolved into a total employment involvement program where the employees in the plant regularly develop, suggest, and, subsequently, with our cooperation, implement dramatic work changes that have made us more competitive," says Molen.

O H I O

AKRON MSA

MSA Population: 648,500
Counties: Portage, Summit
Cities over 25,000: Akron (pop. 224,700), Barberton (pop. 28,100), Cuyahoga Falls (pop. 42,100), Kent (pop. 28,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Akron - 1, 3, 4, 11
Barberton - 1, 3, 4, 11
Cuyahoga Falls - 3, 4
Kent - 3, 4, 11

Major Roads:
Interstates - 71, 76, 77, 277
U.S. Highways - 224
State Highways - 8, 14, 18, 44, 59, 526

Airports:
Akron - Akron-Canton, 11 mi. S.E. of city
Barberton - Akron-Canton, 15 mi. S.E. of city
Cuyahoga Falls - Akron-Canton, 16 mi. S. of city
Kent - Akron-Canton, 22 mi. W. of city

UTILITIES

Electric:
James P. Easley, Bus. Dev. Dir.
Ohio Edison Co.
76 S. Main Street, 18th Floor
Akron, OH 44308
(216) 384-5829

Gas:
Gary Evans, Econ. Dev. Mgr.
East Ohio Gas Co.
P.O. Box 5759
Cleveland, OH 44101
(216) 348-6444

HIGHER EDUCATION

Hiram College, Hiram
Kent State University, Kent
University of Akron, Akron

STATE PARKS

Nelson-Kennedy Ledges State Park, Portage Co.
Portage Lakes State Park, Summit Co.
Tinkers Creek State Park, Portage Co.
West Br. State Park, Portage Co.

CANTON MSA

MSA Population: 405,400
Counties: Carroll, Stark
Cities over 25,000: Canton (pop. 88,700), Massillon (pop. 31,500)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Alliance - 3
Canton - 3, 4, 11
Massillon - 3, 4, 11

Major Roads:
Interstate - 77
U.S. Highways - 30, 62
State Highways - 21, 44, 172

Airports:
Canton - Akron-Canton, 10 mi. N. of city
Massillon - Akron-Canton, 10 mi. N.E. of city

Some folks just caught on to what we've known all along.

In its latest survey of "The Best Places To Live In America," Money Magazine discovered that our region offers an inviting combination of employment opportunities, affordable housing and a low crime rate. So did Rand McNally and Psychology Today in similar surveys. Ours is a diverse business community. Thriving. Growing. Educated. With a large pool of skilled technical workers to draw from. No one company dominates. Close to great parks, 4-season recreation and some of the best hospitals in the country. We combine the strengths of manufacturing and technology with a peaceful, friendly and relaxed style of living. No trade-offs. Interested? Just ask the folks who live here. We'd love to tell you more. Akron Regional Development Board, 1 Cascade Plaza, Akron, OH 44308-1192. Telephone 1-800-346-1927.

Greater Akron

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UTILITIES

Canton Electric:
James C. Gahris, Econ. Dev. Mgr.
Ohio Power Co.
301 Cleveland, S.W.
Canton, OH 44701
(216) 438-7842

Massillon Electric:
Ohio Edison Co. (see Akron MSA)

Canton & Massillon Gas:
East Ohio Gas (see Akron MSA)

HIGHER EDUCATION

Kent State University Stark Campus
Malone College, Canton
Mount Union College, Alliance
Walsh College, North Canton

STATE PARK

Quail Hollow State Park

CINCINNATI MSA

MSA Population: 1,419,300
Counties: Clermont, Hamilton, Warren
Cities over 25,000: Cincinnati (pop. 372,200), Norwood (pop. 26, 342)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Cincinnati - 3, 4, 7, 11, 16
North Bend - 3, 4
Norwood - 3, 4, 11
Reading - 3

Major Roads:
Interstates - 71, 75, 275, 471
U.S. Highways - 22, 42, 50, 52, 127
State Highways - 3, 4, 125

Airports:
Cincinnati - Gtr. Cincinnati Int'l, 13 mi. S.W. of city
Norwood - Gtr. Cincinnati Int'l, 16 mi. S.W. of city

UTILITES

Electric & Gas:
Jerry Keller, Area Dev. Mgr.
Cincinnati Gas & Electric Co.
139 East 4th Street
Cincinnati, OH 45202
(513) 632-2595

HIGHER EDUCATION

Cincinnati:
Cincinnati Bible Seminary
College of Mt. St. Joseph-on-the-Ohio
Edgecliff College
University of Cincinnati
Xavier University

Other:
Temple Baptist College, Pleasant Run

STATE PARKS

Caesar State Park, Warren Co.
East Fork State Park, Clermont Co.
Little Miami State Park, Warren Co.
Stovelick State Park, Clermont Co.

CLEVELAND MSA

MSA Population: 1,853,300
Counties: Cuyaboga, Geuga, Lake, Medina
Cities over 25,000: Brook Park (pop. 26,195), Cleveland (pop. 541,700), Cleveland Heights (pop. 56,300), East Cleveland (pop. 36,597), Euclid (pop. 57,100), Garfield Heights (pop. 33,380), Lakewood (pop. 59,700), Maple Heights (pop. 29,735), Mentor (pop. 43,000), Parma (pop. 91,000), Shaker Heights (pop. 32,487), South Euclid (pop. 25,713)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Cleveland - 3, 4, 5, 7, 11, 13
Euclid - 3, 11
Mentor - 3, 11
Parma - 4

Major Roads:
Interstates - 71, 77, 80, 90 (James W. Shocknessy Ohio Tpk.), 271, 480
U.S. Highways - 6, 20, 42, 322
State Highways - 8, 10, 14, 17, 21, 44, 87

Airports:
Brook Park - Burke-Lakefront, 15 mi. N. of city; Cleveland Hopkins Int'l, 1 mi. W. of city
Cleveland - Burke-Lakefront, 1 mi. N. of city; Cleveland Hopkins Int'l, 10 mi. S.W. of city
Cleveland Heights - Burke-Lakefront, 7 mi. W. of city; Cleveland Hopkins Int'l, 16 mi. S.W. of city
East Cleveland - Burke-Lakefront, 8 mi. W. of city; Cleveland Hopkins Int'l, 16 mi. S.W. of city
Euclid - Burke-Lakefront, 10 mi. S.W. of city; Cleveland Hopkins Int'l, 24 mil. S.W. of city
Garfield Heights - Burke-Lakefront, 10 mi. N. of city; Cleveland Hopkins, 13 mi. W. of city
Lakewood - Burke-Lakefront, 8 mi. E. of city; Cleveland Hopkins, 12 mi. S.W. of city
Maple Heights - Burke-Lakefront, 11 mi. N.W. of city; Cleveland Hopkins, 16 mi. W. of city
Mentor - Burke-Lakefront, 22 mi. S.W. of city; Cleveland Hopkins, 25 mi. S.W. of city
Parma - Cleveland Hopkins, 10 mi. W. of city; Burke-Lakefront, 12 mi. N. of city
Shaker Heights - Burke-Lakefront, 10 mi. N.W. of city; Cleveland Hopkins, 22 mi. S.W. of city
South Euclid - Burke-Lakefront, 10 mi. W. of city; Cleveland Hopkins, 22 mi. S.W. of city

UTILITIES

Electric:
Cleveland Elec. Illuminating Co.
55 Public Square
Cleveland, OH 44101

Cleveland Electric:
Cleveland Public Power
1201 Lakeside Avenue
Cleveland, OH 44114

Gas:
East Ohio Gas Co. (see Akron MSA)

Parma Gas:
Columbia Gas of Ohio, Inc.
200 Civic Center Dr.
Columbus, OH 43215

HIGHER EDUCATION

Cleveland:
Case Western Reserve University
Cleveland State University
Dyke College
John Carroll University
Notre Dame College

Other:
Baldwin-Wallace College, Berea
Lake Erie College, Painesville

STATE PARKS

Headlands Beach State Park, Lake Co.
Punderson State Park, Geauga Co.

COLUMBUS MSA

MSA Population: 1,301,600
Counties: Delaware, Fairfield, Franklin, Licking, Madison, Pickaway, Union
Cities over 25,000: Columbus (pop. 575,800), Lancaster (pop. 35,500), Newark (pop. 41,800), Upper Arlington (pop. 35,648)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Columbus - 3, 4, 7, 8, 11
Newark - 3, 4

Major Roads:
Interstates - 70, 71, 270
U.S. Highways - 23, 33, 36, 40, 42, 62
State Highways - 3, 4, 13, 16, 31, 79, 315

Airports:
Columbus - Port Columbus Int'l, 7 mi. N.E. of city
Lancaster - Port Columbus Int'l, 34 mi. N.W. of city
Newark - Port Columbus Int'l, 32 mi. S.W. of city
Upper Arlington - Port Columbus Int'l, 10 mi. E. of city

UTILITIES

Columbus & Upper Arlington Electric:
Columbus & South Ohio Electric Co.
215 N. Front Street
Columbus, OH 43215

Columbus Electric:
Columbus Electric Division
90 W. Broad Street
Columbus, OH 43215

Lancaster & Newark Electric:
Ohio Power Co. (see Canton MSA)

Columbus, Newark, Upper Arlington Gas:
Columbia Gas of Ohio, Inc. (see Cleveland MSA)

Lancaster Gas:
Lancaster Municipal Gas Co.
1507 E. Main Street
Lancaster, OH 43130

Newark Gas:
National Gas & Oil Corp.
1500 Granville Rd.
Newark, OH 43055

HIGHER EDUCATION

Columbus:
Capital University
Franklin University
Ohio-Dominican College
Ohio Institute of Technology
Ohio State University

Other:
Denison University, Granville
Otterbein College, Westerville
Ohio Wesleyan University, Delaware

STATE PARKS

Alum Creek State Park, Delaware Co.
Buckeye Lake State Park, Fairfield Co.
A. W. Marion State Park, Pickaway Co.
Deer Creek State Park, Pickaway Co.
Delaware State Park, Delaware Co.
Madison Lake State Park, Madison Co.

DAYTON-SPRINGFIELD MSA

MSA Population: 930,800
Counties: Clark, Greene, Miami, Montgomery
Cities over 25,000: Beavercreek (pop. 31,589), Dayton (pop. 181,200), Fairborn (pop. 29,702), Kettering (pop. 60,200), Springfield (pop. 69,200)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Dayton - 3, 4
Springfield - 3, 6

Major Roads:
Interstates - 70, 75, 675
U.S. Highways - 35, 40, 68
State Highways - 4, 49

Airports:
Beavercreek - James M. Cox Int'l, 20 mi. N. of city
Dayton - James M. Cox Int'l, 13 mi. N. of city
Fairborn - James M. Cox Int'l, 15 mi. N.W. of city
Kettering - James M. Cox Int'l, 18 mi. N.W. of city
Springfield - James M. Cox Int'l, 24 mi. S.W. of city

UTILITIES

Beavercreek, Dayton, Fairborn, Kettering Electric & Gas:
Arnold A. Appel, Area. Dev. Dir.
Dayton Power & Light Co.
Courthouse Plaza, S.W.
P.O. Box 1247
Dayton, OH 45401
(513) 224-5930

Springfield, Fairborn Electric:
Ohio Edison Co. (see Akron MSA)

Dayton Gas:
Union Light, Heat & Power Co.
139 E. 4th Street
Cincinnati, OH 45202

Springfield Gas:
Columbia Gas of Ohio, Inc. (see Cleveland MSA)

EDUCATION

Dayton:
Air Force Institute of Technology, Wright-Patterson Air Force Base
United Theological Seminary
University of Dayton
Wright State University

Springfield:
Clark Technical College
Wittenberg University

Other:
Antioch College, Yellow Springs
Cedarville College, Cedarville
Central State University, Wilberforce
Wilberforce University, Wilberforce

STATE PARKS

Buck Creek State Park, Clark Co.
John Bryan State Park, Green Co.
Sycamore State Park, Montgomery Co.

HAMILTON-MIDDLETOWN MSA

MSA Population: 273,600
County: Butler
Cities over 25,000: Fairfield (pop. 30,777), Hamilton (pop. 64,300), Middletown (pop. 44,300)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Hamilton - 4, 6
Middletown - 3, 4
Monroe - 3, 8

Major Roads:
Interstate - 75
U.S. Highways - 27, 127
State Highways - 4, 73

Airports:
Fairfield - Gtr. Cincinnati Int'l, 25 mi. S. of city
Hamilton - Gtr. Cincinnati Int'l, 34 mi. S.W. of city
Middletown - James M. Cox Int'l, 33 mi. N.E. of city; Gtr. Cincinnati Int'l, 43 mi. S.W. of city

UTILITIES

Fairfield, Middletown Electric & Gas:
Cincinnati Gas & Electric Co. (see Cincinnati MSA)

Hamilton Electric & Gas:
Hamilton Dept. of Public Utilities
20 High Street
Hamilton, OH 45011

HIGHER EDUCATION

Oxford University, Oxford

LIMA MSA

MSA Population: 157,500
County: Allen
City over 25,000: Lima (pop. 47,500)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Lima - 4, 6, 11, 14

Major Roads:
Interstate - 75
U.S Highway - 30
State Highways - 81, 117, 309

Airport:
Lima - James M. Cox Int'l, 60 mi. S. of city

UTILITIES

Electric:
Ohio Power Co. (see Canton MSA)

Gas:
West Ohio Gas Co.
319 W. Market Street
Lima, OH 45802

HIGHER EDUCATION

Bluffton College, Bluffton

LORAIN-ELYRIA MSA

MSA Population: 273,600
County: Lorain
Cities over 25,000: Elyria (pop. 57,800), Lorain (pop. 73,100), North Olmstead (pop. 36,486)

O H I O

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Elyria - 3, 4
Lorain - 3, 4, 9, 11
South Lorain - 3, 9, 11

Major Roads
Interstates - 80, 90
U.S. Highways - 6, 20
State Highways - 10, 18, 20, 57

Airports:
Elyria - Cleveland Hopkins Int'l, 18 mi. N.W.; Burke - Lakefront, 30 mi. N.E.
Lorain - Cleveland Hopkins Int'l, 25 mi. S.E.; Burke - Lakefront, 31 mi. E.
North Olmstead - Cleveland Hopkins Int'l, 7 mi. E.; Burke - Lakefront, 17 mi. N.E.

UTILITIES

Elyria, Lorain Electric:
Ohio Edison Co. (see Akron MSA)

North Olmstead Electric:
Cleveland Elec. Illuminating Co. (see Cleveland MSA)

Elyria, Lorain Gas:
Columbia Gas of Ohio, Inc. (see Cleveland MSA)

North Olmstead Gas:
East Ohio Gas Co. (see Akron MSA)

HIGHER EDUCATION

Oberlin College, Oberlin

STATE PARK

Findley State Park

TOLEDO MSA

MSA Population: 614,800
Counties: Fulton, Lucas, Wood
Cities over 25,000: Bowling Green (pop. 25,100), Toledo (pop. 342,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Toledo - 2, 3, 4, 6, 11

Major Roads:
Interstates - 75, 80, 90, 280, 475
U.S. Highways - 20, 23, 24, 223
State Highways - 2, 120, 184, 199

Airports:
Bowling Green - Toledo Express, 20 mi. N.W. of city
Toledo - Toledo Express, 17 mi. S.W. of city

UTILITIES

Bowling Green Electric:
Bowling Green Electric Dept.
304 N. Church, Box 388
Bowling Green, OH 43402

Toledo Electric:
Donald F. Dick, Area Dev. Dir.
Toledo Edison Co.
300 Madison Ave., Edison Plaza
Toledo, OH 43652
(419) 249-5045

Gas:
Columbia Gas of Ohio, Inc. (see Cleveland MSA)

HIGHER EDUCATION

Toledo:
Medical College of Ohio
University of Toledo

Other:
Bowling Green State Univ., Bowling Green

STATE PARKS

Harrison Lake State Park, Fulton Co.
Mary Jane Thruston State Park, Wood Co.
Maumee Bay State Park, Lucas Co.

YOUNGSTOWN-WARREN MSA

MSA Population: 516,900
Counties: Mahoning, Trumball
Cities over 25,000: Boardman (pop. 32,800), Warren (pop. 53,700), Youngstown (pop. 107,300)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Boardman - 15
Campbell - 4, 10, 12
Warren - 3, 4
Youngstown - 3, 4, 10, 12, 15

Major Roads:
Interstates - 76, 80, 680
U.S. Highways - 62, 224, 422
State Highways - 5, 7, 11, 45

Airports:
Boardman - Youngstown Exec., 12 mi. N. of city
Warren - Youngstown Exec., 10 mi. N.E. of city
Youngstown - Youngstown Exec., 11 mi. N. of city

UTILITIES

Electric
Ohio Edison Co. (see Akron MSA)

Gas:
East Ohio Gas. Co. (see Akron MSA)

HIGHER EDUCATION

Youngstown State Univ., Youngstown

STATE PARK

Mosquito State Park, Trumbull Co.

RAILROAD INDEX

1. Akron & Barberton Belt Rail. Co.
W. A. Frederick, Jr., Gen. Mgr.
P. O. Box 712
43 2nd St., N.W.
Barberton, OH 44203-0520
(216) 745-4431

2. Ann Arbor Railroad System
P. J. O'Meara, Mktg. SVP
121 S. Walnut
Howell, MI 48843
(517) 548-3930

3. Consolidated Rail Corp.
Gerard F. Hobt
Area Mgr., Econ. Dev.
Room 302, 2100 Stella Court
Columbus, OH 43215
(614) 481-2222

4. CSX Transportation
A. J. Bogdon, Ind. Dev. Mgr.
P. O. Box 3316
Livonia, MI 48150
(313) 464-5700

5. Cuyahoga Valley Railway Co.
S. E. Renner, Pres.
3600 Second Ave.
Pittsburgh, PA 15219

6. Grand Trunk Western Railway Co.
C. J. Tucker, Ind. Dev. Mgr.
1333 Brewery Park Blvd.
Detroit, MI 48207-2699
(313) 237-4308

7. Illinois Central Gulf Railroad Co.
G. A. McArdle
Real Estate & Ind. Dev. AVP
233 N. Michigan Ave.
Chicago, IL 60601
(312) 819-7500

8. Indiana & Ohio Rail Corp.
Henry E. Weller, Jr.
President & General Manager
P. O. Box 208
Brookville, IN 47102
(317) 647-5767

9. Lake Terminal Railroad Co.
M. R. Seipler, Operations VP
135 Jamison Lane
P. O. Box 68
Monroeville, PA 15146
(216) 277-7222

10. Mahoning Valley Railway Co.
S. E. Renner, Pres.
3600 Second Avenue
Pittsburgh, PA 15219

11. Norfolk Southern Corp.
J. L. Pinson, Director
125 Spring Street, S.W.
Atlanta, GA 30303
(404) 529-1591

12. Pittsburgh & Lake Erie Railroad Co.
S. N. Wendelin, Dev. & Mgt. AVP
Commerce Court, 4 Station Sq.
Pittsburgh, PA 15219
(412) 261-3201

13. River Terminal Railway Co.
John G. Bixby, Superintendent
3100 East 45th Street
Cleveland, OH 44127

14. Spencerville & Elgin Railroad Co.
Roman A. Utrup, Sec.-Tres.
109 E. North Street
Spencerville, OH 45887
(419) 647-4373

15. Youngstown & Southern Railway Co.
G. E. Neuenschwander, Pres.
Commerce Court, 4 Station Sq.
Pittsburgh, PA 15219
(412) 261-3201

DEVELOPMENT COUNSELORS

STATE DEVELOPMENT AGENCY

Baker, David, Dir. of Dev.
Ohio Dept. of Development
State Office Tower
77 South Street
Columbus, 43215
(614) 466-2480

AREAS & OTHERS

Akron
Bluhm, Eileen, VP Communications
Akron Regional Dev. Board
One Cascade Plaza
Akron, 44308-1192
(800) 346-1927

Easley, Jim, Dir. Bus. Dev.
Ohio Edison Company
76 South Main Street
Akron, 44308
(216) 384-5829

Cambridge
Joy, Earl R., Director
Guernsey Cty. Eco. Dev. Dept.
Guernsey County Admin. Bldg.
836 Steubenville Avenue
Cambridge, 43725
(614) 439-7143

Celina
Etgen, Cindy, Special Proj. Admin.
Mercer County IDC
First Floor Courthouse
Room 105
Celina, 45822
(419) 586-4209

Cincinnati
Keller, Jerry, Area Dev. Rep.
Cincinnati Gas & Electric
139 East Fourth Street
Cincinnati, 45202
(513) 632-2595

Webb, Charles, Dir. Nat'l Mktg.
Corporex Development Services
P.O. Box 75020
Cincinnati, 45275
(606) 331-5000

Cincinnati
Wuenker, Jim, Sr. Vice President
Gtr. Cincinnati Cham. of Comm.
120 West 5th Street
Cincinnati, 45202
(513) 579-3121

Cleveland
Vosmik, George, Mngr. Eco. Dev.
Cleveland Elec. Illuminating
P.O. Box 5000
Cleveland, 44101
(216) 447-2511

Davis, Art, Mgr. Eco. Dev.
East Ohio Gas Company
P.O. Box 5759
Cleveland, 44101-0759
(216) 348-6444

Columbus
Lowry, Andy, Econ. Dev. Dir.
American Electric Power
1 Riverside Plaza
Columbus, 43215
(614) 223-2720

Forsblom, Robert, Dir.
Buckeye Power Company
P.O. Box 26036
Columbus, 43226-0036
(614) 846-5757

Line, Fil, Dir. Econ. Dev.
Columbia Gas Distr. Co.
200 Civic Center Drive
Columbus, 43211
(614) 460-6256

McCarthy, R. Michael, VP Econ. Dev.
Columbus Cham. of Comm.
37 N. High Street
Columbus, 43215
(614) 221-1321

Dayton
Carne, Richard, Dir.
Dayton Power & Light Co.
P.O. Box 1247
Courthouse Plaza SW
Dayton, 45401
(513) 224-6000

Fostoria
Brown, Jeanette, Exec. Dir.
Fostoria EDC
121 North Main Street
Fostoria, 44830
(419) 435-7789

Hamilton
Robinson, Ken, Director
Butler Cty. Dept. Econ. Dev.
130 High Street
Hamilton, 45011
(513) 844-8100

Independence
Vosmik, George, Mngr. Eco. Dev.
Centerior Energy
6200 Oaktree Boulevard
Independence, 44131
(216) 447-3100

Lima
Bassitt, William
Lima Area Cham. of Comm.
P.O. Box 5008
Lima, 45802
(419) 228-1880

Amstutz, Dave, Econ. Dev. Cons.
West Ohio Gas Company
319 W. Market Street
Lima, 45801
(419) 226-4741

Lorain
DeTillo, Frank. Pres.
Lorain Cty. Cham. of Comm.
P.O. Box 828
Lorain, 44052
(216) 246-2833

Mentor
Lane, Elaine, Director
City of Mentor
8500 Civic Center Blvd.
Mentor, 44060
(216) 255-1100

Norwood
Dettmer, Richard, Comm. Dev. Dir.
City of Norwood
3001 Harris Ave.
Norwood, 45212
513/396-8185

St. Mary's
Wehnes, Frances, Dev. Mgr.
City of St. Mary's
101 East Spring Street
St. Mary's, 45884
419/394-3303

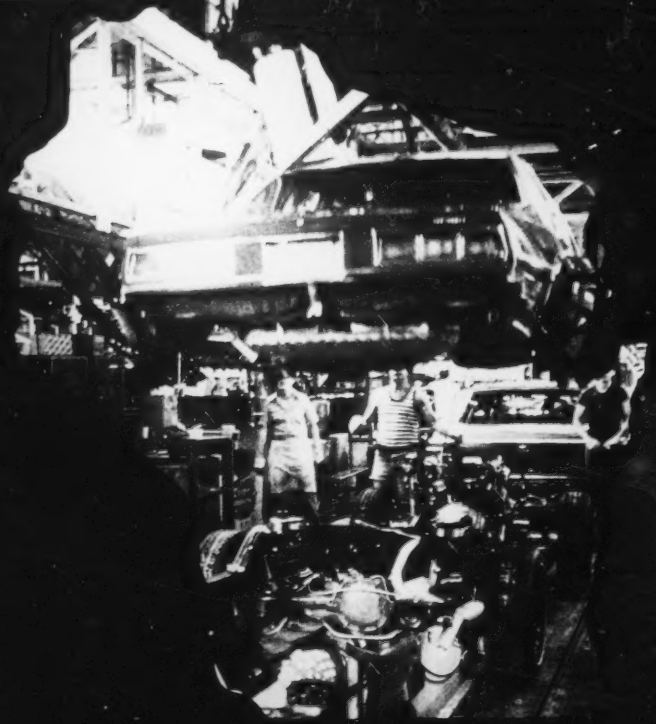
Toledo
Porter, Michael J., President
Toledo Area Chamber Commerce
218 Huron Street
Toledo, 43604
419/243-8191

Dick, Donald, Area Dev. Dir.
Toledo Edison
Edison Plaza
300 Madison Ave.
Toledo, 43652
419/249-5045

Pawlicki, Doc, Dir. Econ. Dev.
Toledo/Lucas Cty. Port Auth.
1 Maritime Plaza
Toledo, 43604
419/243-8251

Wadsworth
Easton, Chris, Dir. Plng.
City of Wadsworth
145 High Street
Wadsworth, 44281
216/335-1521

Willoughby
Cisco, Janice, Econ. Dev. Coord.
Willoughby Comm. Dev. Dept.
One Public Square
Willoughby, 44094
216/951-2800



America's Dairyland And Then Some

Wisconsin is a study in contrasts. The state is heavily industrial, yet it is also the nation's leading producer of dairy products. Wisconsin has highly developed urban areas, yet its lake and forest country continues to grow faster than its suburbs.

There are three ways to measure the performance and health of a state's economy. These include income, employment, and output. In 1984, the Wisconsin Department of Development obtained an econometric model of the state's economy from Regional Economic Models, Inc., in Amherst, Mass. (referred to hereafter as the REMI model). The REMI forecast, projecting to the year 1995, suggests that Wisconsin's total employment will grow at a slower rate than national total employment, mainly because Wisconsin's population is not expected to increase as fast as that of the rest of the country. Yet the state's manufacturing sector, which employed 511,000 people in 1985, is expected to add 38,000 jobs by 1995, a growth rate of 7.4%. The REMI model estimates that Wisconsin will outperform the nation in manufacturing employment. Most of this new growth will occur in durable goods manufacturing. Over 70% of the expected increase in manufacturing jobs should occur in such areas as electrical and nonelectrical machinery and fabricated metals.

In 1985, service was the second-largest major employment sector, after manufacturing. This sector comprised 438,000 jobs in business, health, legal, educational, and social services. In the decade before 1985, services provided the most new jobs in the state—120,000 positions that had not existed before. According to the REMI model, the service sector will produce 69,000 new jobs by 1995.

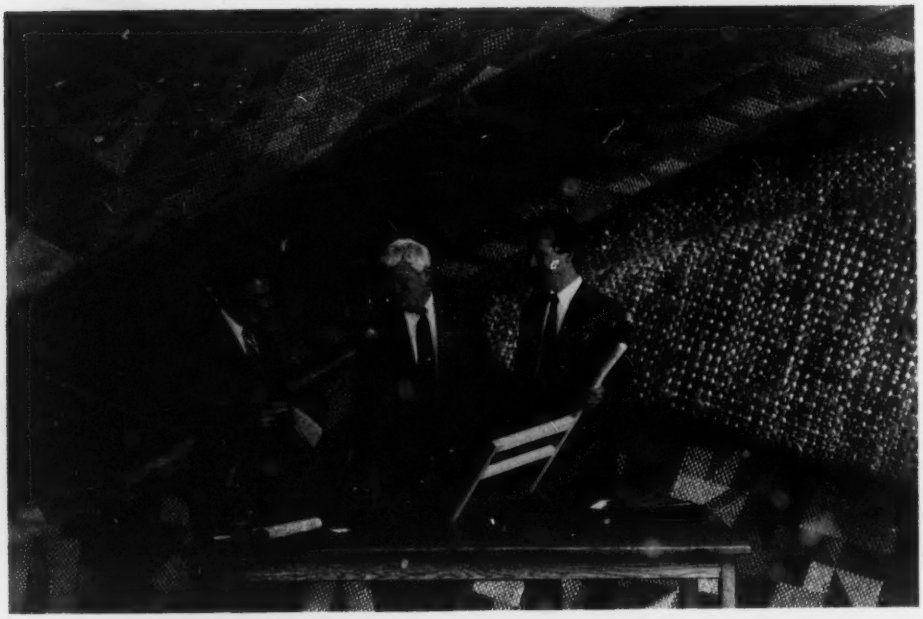
Although the services sector will add the most new jobs over the next decade, it will not be the fastest-growing sector of Wisconsin's economy. The laurel for that goes to the finance, insurance, and real estate sector, expected to expand 22.1% and create 23,000 new jobs.

According to the REMI model, wage and salary income should increase in Wisconsin at a rate of 6.46% annually until 1995. Total personal income will increase 6.38%, which continues a steady trend; real personal income in Wisconsin increased 19.4% between 1975 and 1985, at an annual rate of increase of 1.79%. These forecasted income trends suggest that Wisconsin's overall revenue base, which funds state and local government, should increase at approximately the same rate in the next ten years as it has in the past. It is also likely that businesses that market goods and services to Wisconsin residents can expect to tap a market of consumers with more income to spend and save.

In terms of output and production, some industries in the state are expected to decline in employment levels but still increase production levels. The REMI model forecast suggests that real output from all of Wisconsin's industrial groups should increase nearly 26%, or $8.7 billion. This would be an improvement over the last decade, when total real output in the state grew only 4.7%, expanding only

#6 in a series of Northeastern Wisconsin business success profiles.

In Northeastern Wisconsin, they're sitting pretty.



They're Nemschoff Chairs, Inc. of Sheboygan, Wisconsin and they're a leading manufacturer of institutional seating and casegoods. Joe Miller, Executive Vice President. Leonard Nemschoff, Chairman and Mark Nemschoff, President.

Sheboygan. Also known as Chair City. An industrious community on the shore of Lake Michigan. Connected to the oceans by the St. Lawrence Seaway. Birthplace of the bratwurst, a product of German heritage and a taste tempting delight unique to Wisconsin.

It's also the birthplace of Nemschoff Chairs, Inc. A company which has used a combination of talent and technology to become a leading manufacturer of furniture for health care facilities and educational institutions.

Since its founding by Leonard Nemschoff in 1950, the company has grown more than 30 fold. Today, 350 dedicated craftsmen produce the broadest product line of its kind in the country. It didn't happen by accident. It's the result of an unwavering philosophy of quality first, and people possessed of the skills and the work ethic to make it happen.

In our highly transient society, Sheboygan is a place where 85% of the population is native. Where family members work side by side. Where pride of workmanship is still valued enough to pass it on to the next generation. A place where the quality of life and a stable, quality workforce provide a foundation upon which any well run business can grow and prosper.

If you'd like to know more about how your company can benefit from the business climate in Northeastern Wisconsin, contact:

Theodore J. Penn
Director-Economic Development
PRIDE
Wisconsin Public Service Corp.
P.O. Box 19001
Green Bay, WI 54307-9001
(414) 433-1627
Out of State Call Toll Free:
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$1.5 billion. In those years, real output in Wisconsin was slowed by trends in manufacturing.

In the future, the REMI model suggests that real manufacturing output will improve. The lower value of the dollar, lower interest rates, and lower oil prices should combine to make the manufacturing sector more competitive. Indeed, manufacturing activity is expected to increase more than $3.1 billion by 1995, the largest forecasted absolute increase of any of the state's major industrial groups. Four sectors in manufacturing should register particularly significant increases in real output: nonelectrical machinery, $714 million; paper, $571 million; fabricated metals, $429 million, and electrical equipment, $409 million.

From a production perspective, Wisconsin's economy should reflect a healthy dynamism in the years ahead. Projected success in targeted areas, as defined by the REMI model, is a valid lure for out-of-state companies in those fields.

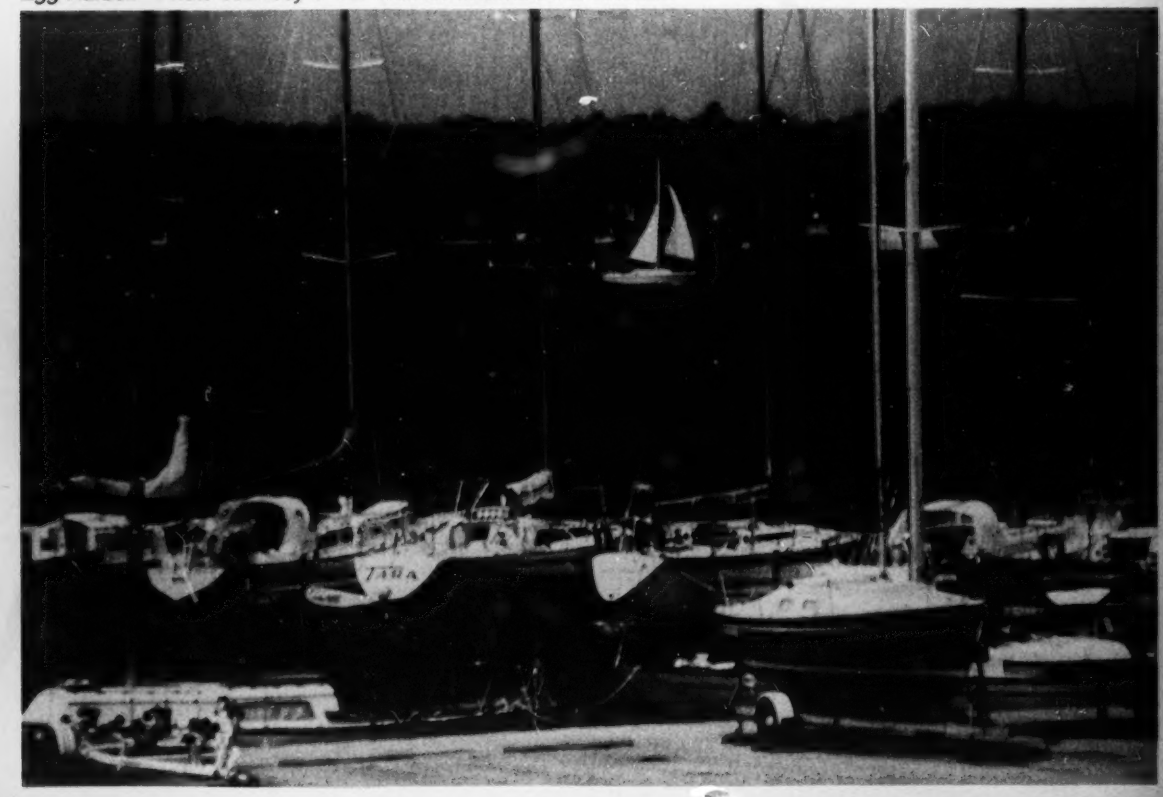
Around the state. Southeast Wisconsin has the state's largest regional economy. It comprises 5% of Wisconsin's total land area and three of its five largest cities: Milwaukee, Racine, and Kenosha. Communities along Lake Michigan are centers of manufacturing. Verdant dairying country lies inland. Much of this open land was settled in the mid-19th Century by Yankee and German farmers. Their descendants still live there in comfort and prosperity.

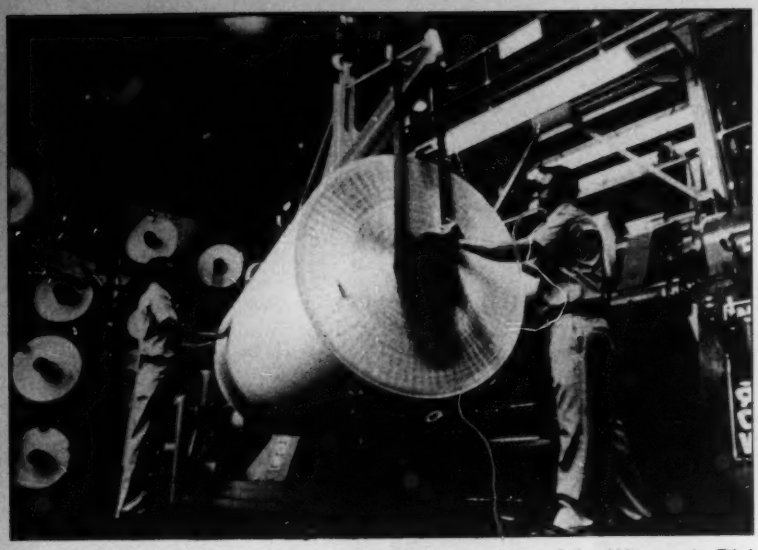
The majority of manufacturing jobs in the region are concentrated in the production of durable goods. Large employers include Johnson's Wax in Racine; American Motors (now owned mostly by Renault) in Kenosha; Briggs and Stratton Corp. in Wauwatosa; General Electric Corp. in Waukesha; Ladish Company in Cudahy; and Outboard Motor Corp.-Evinrude, Johnson Controls, Inc., Allen Bradley Corp., Master Lock Corp., A.O. Smith Corp., and Harley-Davidson Motor Co., Inc., all in Milwaukee.

Milwaukee, which had a population of 939,570 in 1985, is Wisconsin's center for trade. Two breweries, Pabst and Miller, have plants there. The Milwaukee Brewers of the American League play home games at County Stadium, which is also used for Green Bay Packer home games during the pro-football season. The Milwaukee River splits the city into two different sections. Traditionally, the north side has been German, the south Polish. Only 40% of Milwaukee's population lives within the city, because of new suburbs such as Greendale and New Berlin that are thriving to the southwest.

Other southeastern cities have made substantial bids for new plants. Janesville, which calls itself "Wisconsin's best-kept secret," is 12 miles north of the Illinois border. It promotes itself as a place to do business through a cooperative "team" approach of civic organizations in the area, offering confidential assistance for financing locally and obtaining sites or existing buildings. There are approximately 60 manufacturing companies in Janesville, the largest being General Motors, which has been in the area since 1923. Prent Corp., SSI Technologies, and Simmons USA are there and are non-union, as are another 42 firms in the city. Two industrial parks have been established, and land generally

Egg Harbor. Photo courtesy of the Wisconsin Division of Tourism.





One of Wisconsin's many paper mills. Photo courtesy of the Wisconsin Division of Tourism.

is available for $0.23 to $0.25 per square foot on improved sites, or for $0.11 to $0.13 per square foot for unimproved sites. This is less than 25% of the cost of land in comparable cities.

Nearby, the WISPARK Corp., a subsidiary of Wisconsin Energy Corp., is developing its LakeView Corporate Park along Interstate 94. This tract is one and one-half times the size of Central Park in New York City and includes a 90-acre lake stocked with fish. The financial lures here consist of low corporate taxes, property tax exemptions for machinery and equipment, modest electric utility rates that are expected to remain stable through the year 2000, and a work force 6% more productive than the national average. This 1,200-acre site is one mile north of the Illinois border.

Kenosha offers a deepwater harbor, as well as rail, air, and trucking linkages. The Kenosha Area Development Corp., or KADC, functions as a one-stop service center for businesses in the area, with special emphasis on financing and site selection.

Madison, Wisconsin's second-largest city with a population close to 200,000, is the state capital and home of the University of Wisconsin, with 30,000 students. The university has long been involved in the state's government. Back in 1900, Governor Robert LaFollette asked professors at the university to set up a state tax commission and to draft a workmen's compensation law, both firsts in the nation.

In the state's rural dairying district, dairy farmers and milk processors have formed cooperatives to deal successfully with a declining national demand for milk. In central Wisconsin, smaller cities such as Fond du Lac, Oshkosh, Menasha, Neenah, and Appleton are major paper-milling centers rather than dairying market towns.

Northern Wisconsin is a land of forests, lakes, and mines. In this upper region, the state has 125 miles of shoreline along Lake Superior; much of it forested and sparsely populated. This is northwoods country rich in lumberjack legends and memories of French fur trappers. The Chequamegon National Forest between Superior and Ashland and the Nicolet National Forest between Lake O'Lakes and Mainette together contain 1.5-million acres of protected wilderness. The 22 Apostle Islands in Lake Superior, part of the National Park service, are wild, remote, and scenically spectacular. Recreation and tourism are predominant industries in this sector of the state, which includes one-quarter of Wisconsin's hotels and motels.

The state's Bay Lake Region offers a revealing split between rural and urban economies. Although unemployment rates have been above average for this sector of Wisconsin, the cities of Green Bay, Manitowoc, Two Rivers, and Sheboygan have more than held their own in recent years. Even in more rural areas of the region, there are a substantial

A Business Climate You Can Warm Up To.

Wisconsin's business climate has been experiencing a warming trend lately:

- Personal income taxes have been reduced.
- Inheritance taxes are being phased out.
- Capital gains tax exclusion has been retained.
- Business tax burden remains among the lowest in the nation.

Add to that our responsive government, low-cost energy sources, highly productive work force and first-rate educational system, and you'll see what makes this the perfect climate for growth.

For more information, write or call the Wisconsin Business Information Center.

Wisconsin
Department of Development

123 West Washington Avenue
P.O. Box 7970, Madison, WI 53707
(608) 266-1018

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Rust-Oleum finds a home in Wisconsin

Rust-Oleum Corp., a leading paint manufacturer that produces moisture-prevention coatings for metals and wood, had a serious problem of overcrowding a few years ago at its plant in Evanston, Illinois. Employees had to move between different locations on one site. Its buildings were aging, and the general tone of the premises had become less conducive as a workplace.

"We knew that we had a problem," says Arnold Silverman, vice-president for administration, "and so we looked for a year and a half for a suitable new site. Obviously, we scouted around Evanston first, since that was a factor in considering our 225 employees. We also looked elsewhere in Illinois. Our corporate headquarters is nearby, in Vernon Hills, and it was considered a plus to have the new plant within a convenient driving range. As you know, Illinois is crisscrossed with interstates, so we had considerable latitude. We also gave serious thought to locations in Texas and Iowa. We have other plants in Hagerstown, Md.; Toronto, Canada; and Roosendaal in the Netherlands. I would say that our criteria were broad-based, and we took our time about a decision. For a period, actually, it seemed that it would make the best economic sense to stay where we were, in Evanston."

Rust-Oleum, a privately held company, changed its mind when reports came in about Pleasant Prairie in the Kenosha area, only 25 miles north across the Wisconsin border from its corporate headquarters in Vernon Hills. "It was close to us," says Silverman, "yet there was room we couldn't find in the Chicago area, space enough for us to plan one large manufacturing complex, with offices and even a research and development section under one roof. We have just started construction of this $18.5-million facility, which we plan to occupy by January of 1990."

"Frankly, Wisconsin did a better selling job," says Silverman. "We were particularly pleased by the people that were available in the Kenosha area. The University of Wisconsin helped us with a training and research grant. The total package of incentives amounted to more than we found elsewhere."

Other factors that brought Rust-Oleum north included Wisconsin's low corporate taxes, corporate exemptions, and tax credits for research and development, particularly pertinent to paint. Kenosha's focus of trucking, port, rail and air services didn't hurt, either.

A coal mining facility in Sheboygan. Photo courtesy of the Wisconsin Division of Tourism.

number of manufacturing opportunities.

One remarkable factor in Wisconsin's economy concerns interregional income flow. According to 1979 commuter flow data, the state was a net exporter of labor. As a result, it is not surprising to find that Wisconsin is also a net importer of income. In 1979, out-of-state residents commuting into Wisconsin earned $307 million. Wisconsin residents commuting to jobs out of state earned $661.7 million, giving the state a net inflow of almost $355 million. Wisconsin clearly benefits from its proximity to labor markets in northern Illinois, eastern Minnesota, and northeastern Iowa.

In 1984, Wisconsin residents received $58.7 billion in income from all sources, approximately 2% of the U.S. total. This ranked the state 18th in the nation by this measure. Given Wisconsin's population of 4,760,000 then, this translated into a per capita income of $12,307, 26th highest in the nation. Although Wisconsin is not among the wealthiest states in the nation, it ranks near the top half. These figures perhaps explain the eagerness and tractability of the state's job market.

Quality of life. Recent successes don't mean Wisconsin is an all-work-and-no-play state. The lakes, rivers, and parks, combined with an array of recreational opportunities, have rightfully earned the state the title "Playground of the Midwest."

For cultural activities, Wisconsin is home to the world-class Milwaukee Symphony Orchestra, the Milwaukee Repertory Theater, numerous museums and galleries, and several dance companies.

Sports fans can enjoy rooting for the many home teams, including the Milwaukee Bucks, Brewers, and Admirals, and the Green Bay Packers.

And for the outdoorsman, the state has 119,000 acres of state parks and recreational areas that get over 11-million visitors annually.

To sum up, the state known as "America's Dairyland" offers prime incentives for companies interested in relocation. Land in abundance, excellent transportation links, progressive cities, and a can-do attitude from a growing work force are some of Wisconsin's attractions. "We're friendly out here," says Governor Tommy Thompson. "That counts for something, along with technology, growth, and grit." □

W I S C O N S I N

APPLETON-OSHKOSH-NEENAH MSA

MSA Population: 306,800
Counties: Calumet, Outagamie, Winnebago
Cities over 25,000: Appleton (pop. 63,700), Oshkosh (pop. 51,400) (Neenah's population is 23,100)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Appleton - 3, 10
Neenah - 3, 7, 10
Oshkosh - 3, 7, 9, 10

Major Roads:
U.S. Highways - 10, 41, 45
State Highways - 21, 57, 110

Airports:
Appleton - Outagamie County, 5 mi. W. of city
Neenah - Outagamie County, 12 mi. N.W. of city
Oshkosh - Wittman Field, 3 mi. S.W. of city

UTILITIES

Appleton Electric:
Kristine Rappe, Econ. Dev. Mgr.
Wisconsin Elec. Power Co.
231 W. Michigan St., Box 2046
Milwaukee, WI 53201
(414) 277-3188

Appleton Gas:
Wisconsin Natural Gas Co.
233 Lake Avenue
Racine, WI 53202

Oshkosh Electric & Gas:
Ted Penn, Ind. Dev. Consultant
Wisconsin Public Service Corp.
700 N. Adams St., Box 19001
Green Bay, WI 54307
(414) 433-1627

HIGHER EDUCATION

Lawrence University, Appleton
University of Wisconsin, Oshkosh

STATE PARK

High Cliff State Park, Calumet Co.

EAU CLAIRE MSA

MSA Population: 138,700
Counties: Chippewa, Eau Claire
City over 25,000: Eau Claire (pop. 54,700)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Eau Claire - 3, 7, 10

Major Roads:
Interstate - 94
U.S. Highways - 12, 53
State Highways - 27, 29

Airport:
Eau Claire - Eau Claire Municipal, 5.5 mi. N.E. of city

UTILITIES

Electric & Gas:
Dennis Blang, Admin. of Area Dev.
Northern States Power Co.
100 N. Barstow St.
Eau Claire, WI 54701
(715) 839-2570

HIGHER EDUCATION

University of Wisconsin, Eau Claire

STATE PARKS

Lake Wissota State Park, Chippewa Co.
Brunet Island State Park, Chippewa Co.

GREEN BAY MSA

MSA Population: 186,200
County: Brown
City over 25,000: Green Bay (pop. 92,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Duck Creek - 3
Green Bay - 3, 4, 6, 7, 10

Major Roads:
Interstate - 43
U.S. Highways - 14, 141
State Highways - 29, 54, 57

Airport:
Green Bay - Austin Strauble Field, 8 mi. S.W. of city

UTILITIES

Electric & Gas:
Wisconsin Public Service Corp. (see Appleton-Oshkosh-Neenah MSA)

HIGHER EDUCATION

Green Bay:
Northeast Wisconsin Technical College
St. Norbert College
University of Wisconsin, Green Bay

JANESVILLE-BELOIT MSA

MSA Population: 139,500
County: Rock
Cities over 25,000: Beloit (pop. 34,100), Janesville (pop. 51,900)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Beloit - 3, 7
Janesville - 3, 7, 8

Major Roads:
Interstate - 90
State Highways - 11, 15, 26, 50, 81

Airports:
Beloit - Rock County, 7 mi. N. of city
Janesville - Gtr. Rockford (Ill.), 40 mi. S.W. of city; Dane County Reg., 50 mi. N.W. of city; Gen. Mitchell, 64 mi. N.E. of city; O'Hare Int'l (Ill.), 70 mi. S.E. of city; Midway (Ill.), 95 mi. S.E. of city

UTILITIES

Electric & Gas:
Dean Baumgardner, Econ. Dev. Dept.
Wisconsin Power & Light Co.
222 W. Washington Ave., Box 192
Madison, WI 53701
(608) 252-5079

Beloit Gas:
S. Beloit Water, Gas & Elec. Co.
Box 629
Beloit, IL 53511

HIGHER EDUCATION

Beloit College

KENOSHA MSA

MSA Population: 121,500
County: Kenosha
City over 25,000: Kenosha (pop. 75,600)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Kenosha - 3

Major Roads:
Interstate - 94
U.S. Highway - 41
State Highways - 32, 50

Airports:
Kenosha - Gen. Mitchell, 28 mi. N. of city; O'Hare Int'l (Ill.), 47 mi. S.W. of city; Midway (Ill.), 66 mi. S. of city

W I S C O N S I N

UTILITIES

Electric:
Wisconsin Elec. Power Co. (see Appleton-Oshkosh-Neenah MSA)

Gas:
Wisconsin Natural Gas Co. (see Appleton-Oshkosh-Neenah MSA)

HIGHER EDUCATION

Kenosha:
Carthage College
University of Wisconsin-Parkside

STATE PARK

Bong Street Recreation Area

LA CROSSE MSA

MSA Population: 95,200
County: LaCrosse
City over 25,000: LaCrosse (pop. 49,000)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
LaCrosse - 1, 3, 7

Major Roads:
Interstate - 90
U.S. Highways - 14, 61
State Highways - 16, 44

Airport:
LaCrosse - LaCrosse Muni., 5 mi. N.W. of city

UTILITIES

Electric & Gas:
Northern States Power Co.
100 N. Barstow St.
Eau Claire, WI 54701

HIGHER EDUCATION

LaCrosse:
University of Wisconsin
Viterbo College

MADISON MSA

MSA Population: 343,600
County: Dane
City over 25,000: Madison (pop. 176,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Madison - 3, 7, 8

Major Roads:
Interstates - 90, 94
U.S. Highways - 12, 14, 18, 51, 151
State Highway - 92

Airport:
Madison - Dane County Reg., 5 mi. N.E. of city

UTILITIES

Electric & Gas:
Michael Powers, Mkt. Svcs. Mgr.
Madison Gas & Electric Co.
133 S. Blair St., Box 1231
Madison, WI 53701
(608) 252-7995

Gas:
Wisconsin Power & Light Co. (see Janesville-Beloit MSA)

HIGHER EDUCATION

Madison:
Edgewood College
University of Wisconsin

STATE PARKS

Governor Nelson State Park
Lake Kegonsa State Park

MILWAUKEE MSA

MSA Popluation: 1,395,100
Counties: Milwaukee, Ozaukee, Washington, Waukesha
Cities over 25,000: Brookfield (pop. 34,035), Menomonee Falls (pop. 27,845), Milwaukee (pop. 611,500), Waukesha (pop. 52,100), Wauwatosa (pop. 50,100), West Allis (pop. 64,600)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Brookfield - 7
Granville - 3, 9
Menomonee Falls - 9
Milwaukee - 3, 5, 7, 10
Pewaukee - 7
Rugby Junction - 7, 9, 10
Slinger - 7, 10
Sussex - 7, 10
Waukesha - 3, 7, 8, 10
Wauwatosa - 2, 7
West Allis - 3, 7

Major Roads:
Interstates - 43, 94, 794, 894
U.S. Highways - 18, 41, 45
State Highways - 15, 16, 32, 190

Airports:
Brookfield - Gen. Mitchell, 15 mi. S.E. of city
Menomonee Falls - Gen. Mitchell, 30 mi. S.E. of city
Milwaukee - Gen. Mitchell, 6 mi. S. of city
Waukesha - Gen. Mitchell, 18 mi. S.E. of city
Wauwatosa - Gen. Mitchell, 13 mi. S.E. of city
West Allis - Gen. Mitchell, 6 mi. S.W. of city

UTILITIES

Electric:
Wisconsin Elec. Power Co. (see Appleton-Oshkosh-Neenah MSA)

Brookfield, Menomonee Falls, Milwaukee, Wauwatosa, West Allis Gas:
Wisconsin Gas Co.
626 E. Wisconsin Ave.
Milwaukee, WI 53202

Menomee Falls, Milwaukee, Wauwatosa Gas:
Wisconsin Natural Gas Co. (see Appleton-Oshkosh-Neenah MSA)

HIGHER EDUCATION

Milwaukee:
Alverno College
Cardinal Stritch College
Concordia College
Marquette University
Milwaukee Area Technical College
Milwaukee School of Engineering
Mount Mary College
University of Wisconsin
Wisconsin Conservatory of Music

STATE PARKS

Harrington Beach State Park, Ozaukee Co.
Kettle Morraine State Forest, Waukesha Co.
Lizard Mount State Park, Washington Co.
Pike Lake State Park, Washington Co.

RACINE MSA

MSA Population: 174,400
County: Racine
City over 25,000: Racine (pop. 83,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Racine - 3, 7

Major Roads:
Interstate - 94
U.S. Highways - 41, 45
State Highways - 11, 20, 32, 38

Airport:
Racine - Gen. Mitchell, 18 mi. N. of city

UTILITIES

Electric:
Wisconsin Elec. Power Co. (see Appleton-Oshkosh-Neenah MSA)

Gas:
Wisconsin Natural Gas (see Appleton-Oshkosh-Neenah MSA)

STATE PARK

Bong Street Recreation Area

SHEBOYGAN MSA

MSA Population: 102,900
County: Sheboygan
City over 25,000: Sheboygan (pop. 47,900)

W I S C O N S I N

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Sheboygan - 3

Major Roads:
Interstate - 43
State Highways - 23, 57

Airport:
Sheboygan - Austin Straubel, 67 mi. N.W. of city

UTILITIES

Electric:
Wisconsin Power & Light Co. (see Janesville-Beloit MSA)

Gas:
Wisconsin Public Service Corp. (see Appleton-Oshkosh-Neenah MSA)

STATE PARKS

Kettle Morraine State Forest
Kohler-Andrae State Park
Old Wade House State Park

WAUSAU MSA

MSA Population: 115,000
County: Marathon
City over 25,000: Wausau (pop. 32,400)

TRANSPORTATION

Railroads (Numbers correspond to companies listed at the end of the state section):
Wausau - 3, 7, 10

Major Roads:
U.S. Highways - 51
State Highways - 29, 47

Airport:
Wausau - Central Wisconsin Reg., 13 mi. S. of city

UTILITIES

Electric:
Wisconsin Public Service Corp. (see Appleton-Oshkosh-Neenah MSA)

Gas:
Wisconsin Fuel & Light Co.
402 N. 10th Street, Box 768
Manitowoc, WI 54220

STATE PARK

Rib Mountain State Park

RAILROAD INDEX

1. Burlington Northern Railroad Co.
Donald W. Scott, Mktg. VP
Continental Plaza, 777 Main St.
Fort Worth, TX 76102
(817) 878-2000

2. Canadian National Railways
J. D. Cameron, Mgr., Ind. Dev.
Malport Sales Office
277 Front St. West
Toronto, Ont. M5V 2X7

3. Chicago & North Western Trans. Co.
Robert W. Mickey
Real Estate & Ind. Dev. VP
One North Western Center
Chicago, IL 60606
(312) 559-7000

4. Escanaba & Lake Superior Rail Co.
J. C. Larkin, Pres.
One Larkin Plaza
Wells, MI 49894
(906) 786-0693

5. Grand Trunk Western Co.
C. J. Tucker, Ind. Dev. Mgr.
1333 Brewery Park Blvd.
Detroit, MI 48207-2699
(313) 237-4308

6. Green Bay & Western Rail. Corp.
Robert E. Larsen
Eng. & Ind. Dev. Mgr.
P. O. Box 2507
Green Bay, WI 54306
(414) 497-0411

7. Soo Line Railroad Co.
Carl A. Soelberg, R.E. AVP
Soo Line Building
Box 530
Minneapolis, MN 55440
(612) 347-8000

8. Wisconsin & Calumet Railroad Co.
R. E. Smith, Pres.
2728 E. 104th St.
Chicago, IL 60617
(312) 374-4800

9. Wisconsin & Southern Railroad Co.
J. B. Shein, Chairman & CEO
Horicon, WI 53032
(414) 485-4229

10. Wisconsin Central Ltd.
Gerry Fisher, Mktg. VP
P. O. Box 5062
Rosemont, IL 60017-5062
(312) 390-6112

DEVELOPMENT COUNSELORS

STATE DEVELOPMENT AGENCY

Nacker, Roger, Dir.
Wisconsin Dept. of Dev.
123 West Washington Ave.
Madison, 53707
608/266-1018

AREAS & OTHERS

Beloit
Kepner, Bruce, Director
Gtr. Beloit Econ. Dev. Corp.
P.O. Box 539
Beloit, 53511
608/365-6945

Green Bay
Penn, Theodore, Dir. Econ. Dev.
Wisconsin Public Svc. Corp.
700 N. Adams Street
P.O. Box 19001
Green Bay, 54307-9001

Janesville
Venable, Doug, Director
City of Janesville EDA
P.O. Box 5005
Janesville, 53547-9968
608/755-3180

Blazkowski, Phil, Plng. Dir.
Rock Cty. Plng. & EDC
P.O. Box 1975
Janesville, 53547
608/755-2087

Kenosha
Bechler, John, Director
Kenosha Area Dev. Cmsn.
5455 Sheridan Rd., Ste. 101
Kenosha, 53140
414/654-2167

Madison
Oehler, Chuck, Vice Pres.
Forward Wisconsin, Inc.
316 West Washington
Madison, 53703
608/256-4567

Mathews, Michael, Econ. Dev. Mgr./Pub. Affairs
Madison Gas & Electric
P.O. Box 1231
Madison, 53701-7231
608/252-7000

Baumgardner, Dean, Mgr. Econ. Dev.
Wisconsin Power & Light
222 West Washington Avenue
Madison, 53701
608/252-3371

Milwaukee
Rappe, Kristine, Mgr. Econ. Dev.
Wisconsin Electric Power Co.
231 W. Michigan Street
Milwaukee, 53201
414/221-3188

Pleasant Prairie
Franke, Jerry, Dir. Bus. Dev.
WISPARK Corporation
11620 88th Avenue
P.O. Box 180
Pleasant Prairie, 53158-0180
414/694-9404

Sheboygan
Wilson, Scott, President
Sheboygan Dev. Corp.
631 New York Ave.
Sheboygan, 53081
414/457-9491

Whitewater
Foster, David, Dir. Econ. Dev.
Whitewater Community Dev. Auth.
131 West Center Street
Whitewater, 53190
414/473-7035

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Advertising contacts not listed in the state sections:

IOWA DEPARTMENT OF COMMERCE
Bob Henningsen
National Mktg. Bureau Chief
200 E. Grand Ave.
Des Moines, IA 50309
(515) 281-3000 (in IA)
(800) 543-4834 (outside IA)

MISSOURI PUBLIC SERVICE
Harold Kirk, Ind. Dev. Manager
10750 E. 350 Highway
P.O. Box 11739
Kansas City, MO 64138
(816) 737-9346

TENNECO GAS MARKETING COMPANY
Lisa Marshall
Supervisor, Mktg. Assistance
1100 Milam, 39th Floor
Houston, TX 77002
(713) 757-4022

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